



# Sustainability Report 2022



# Re-imagining mining to improve people's lives

## Transforming the very nature of mining for a safer, smarter, more sustainable future.

Using more precise technologies, less energy and less water, we aim to reduce our environmental footprint for every ounce, carat and kilogram of precious metal or mineral.

We are combining smart innovation with the utmost consideration for our people, their families, local communities, our customers, and the world at large – to better connect precious resources in the ground to all of us who need and value them.

And we are working together to develop better jobs, better education and better businesses, building brighter and healthier futures around our operations in host countries and ultimately for billions of people around the world who depend on our products every day.

Our metals and minerals help unlock a cleaner future for our planet and meet the needs of a growing population, from homes and electronics, to food and luxuries – these are future-enabling products.

### Cover image

We have rolled out a comprehensive information and communications technology (ICT) programme in 109 schools around our mining operations in South Africa, to give thousands of learners and community members skills they need to enter the digital job market. Pictured is Maleaka Judy Netshifhefhe with a student experiencing a virtual reality environment at Raowele Secondary School in Limpopo, South Africa.

## Sustainability performance

### Safety and Health

Work-related fatal injuries ✖

2

2021: 2  
Target: 0

Total recordable injury frequency rate »

2.19

2021: 2.24  
Target: year-on-year reduction

New cases of occupational disease ✔

5

2021: 16  
Target: year-on-year reduction

Workforce potentially exposed to noise over 85dBA ✔

23,179

2021: 30,832  
Target: year-on-year reduction

Workforce potentially exposed to inhalable hazards over OEL ✔

317

2021: 1,796  
Target: 5% year-on-year reduction

### Environment

Energy consumption »

83 million GJ

2021: 84 million GJ  
Target: 30% improvement in energy efficiency by 2030

Greenhouse gas emissions (Scopes 1 and 2) »

13.3 Mt CO<sub>2</sub>e

2021: 14.5 Mt CO<sub>2</sub>e  
Target: 30% absolute reduction by 2030 against a 2016 baseline

Fresh water withdrawals »

35,910 ML

2021: 36,888 ML  
Target: Reduce the abstraction of fresh water by 50% against a 2015 baseline by 2030

Levels 4–5 environmental incidents ✔

0

2021: 0  
Target: Zero

### Socio-political

Social Way implementation (based on updated Social Way 3.0 for 2020)<sup>(1)</sup>

66%

Local procurement spend

\$13.6 bn

2021: \$10.0 bn

Taxes and royalties borne and taxes collected (\$m)

\$5.9 bn

2021: \$7.1bn

Number of off site jobs supported

114,534

2021: 104,860

### People

Women in management »

32%

2021: 31%  
Target: 33% by 2023

Women in the workforce

24%

2021: 23%

Voluntary labour turnover

3.6%

2021: 3.6%

### Targets key

- ✔ Target met
- » On track/in progress
- ✖ Target not met



Further information around our key sustainability performance indicators can be found on page 18.

<sup>(1)</sup> In 2020, we launched a new integrated social performance management system (Social Way 3.0), which has raised performance expectations and has resulted in continued improvement in our social performance. While sites are assessed annually against all requirements applicable to their context, for consistency during the transition period the metric reflects performance against the Social Way foundational requirements.

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## Our reporting suite



You can find this report and others, including the Integrated Annual Report, the Climate Change Report, our Tax and Economic Contribution Report, and the Ore Reserves and Mineral Resources Report, on our corporate website.

— For more information, visit:  
[www.angloamerican.com/reporting](http://www.angloamerican.com/reporting)

## FutureSmart Mining™



In order to live up to our Purpose, we are changing the way we operate through smart innovation that connects technology, digitalisation and a holistic approach to sustainability.

— For more information, visit:  
[www.angloamerican.com/futuresmart](http://www.angloamerican.com/futuresmart)

## Social channels

- AngloAmerican
- @angloamerican
- Anglo American
- angloamerican
- angloamericanplc

## 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 company faced during 2022.**

The report is aimed at those who work for us and their union representatives, non-governmental organisations (NGOs), civil society, investors, customers, suppliers and governments. In addition to reporting, we use a variety of tools to ensure that we engage meaningfully with local stakeholder groups on matters that are of specific interest to them. Individual business unit reports are also published annually for the De Beers, Platinum Group Metals, Copper Chile and Kumba Iron Ore businesses, and provide greater detail on performance. These are available on the Anglo American website. The Anglo American Integrated Annual Report includes additional information about the management, operations and financial performance of the Group.

The Anglo American chief executive and the chairman of the Board's Sustainability Committee have reviewed and approved this report.

### Scope of the report

The Sustainability Report covers subsidiaries and joint ventures over which the Anglo American Group has management control or acts as operator. It does not include independently managed operations, such as Collahuasi and Samancor, unless specifically stipulated where there have been significant incidents. It also excludes De Beers' non-managed joint operations in Namibia and Botswana from our reporting scope, unless specifically stipulated in the reporting. In June 2021, we completed the demerger of our thermal coal operations in South Africa through the creation of a new stand-alone company, Thungela Resources Limited ('Thungela'), which has a primary listing on the Johannesburg Stock Exchange, and a standard listing on the London Stock Exchange. On 11 January 2022, Anglo American completed the sale of its 33.3% shareholding in Cerrejón. 2021 data for Thungela is included up to 30 May 2021.

### Group Terminology

In this report, references to "Anglo American", the "Anglo American Group", the "Group", "we", "us" and "our" are to refer to either Anglo American plc and its subsidiaries and/or those who work for them generally, or where it is not necessary to refer to a particular entity, entities or persons.

The use of those generic terms is for convenience only, and is in no way indicative of how the Anglo American Group or any entity within it is structured, managed or controlled. Anglo American produces Group-wide policies and procedures to ensure uniform practices and standardisation across the Group, but is not responsible for the day-to-day implementation of such policies which constitute prescribed minimum standards only. Group operating subsidiaries are responsible for adapting those policies and procedures to reflect local conditions where appropriate, and for implementation, oversight and monitoring within their specific businesses.

Anglo American subsidiaries, and their management, are responsible for their own day-to-day operations, including, but not limited to, securing and maintaining all relevant licences and permits, operational adaptation and implementation of Group policies, management, training and any applicable local grievance mechanisms.

### Assurance and basis of preparation

IBIS Consulting has provided independent assurance over selected sustainability key performance indicators, and on our statement of compliance with the International Council on Mining and Metals (ICMM) Mining Principles and reporting requirements. The basis of preparation of this report takes into account guidance from the ICMM Mining Principles, the Global Reporting Initiative (GRI) Standards and related Mining and Metals Supplement, the EU Non-Financial Disclosure Directive, the UN Global Compact Reporting Framework, and the UN Guiding Principles Reporting Framework.

### Forward-looking statements and third party information

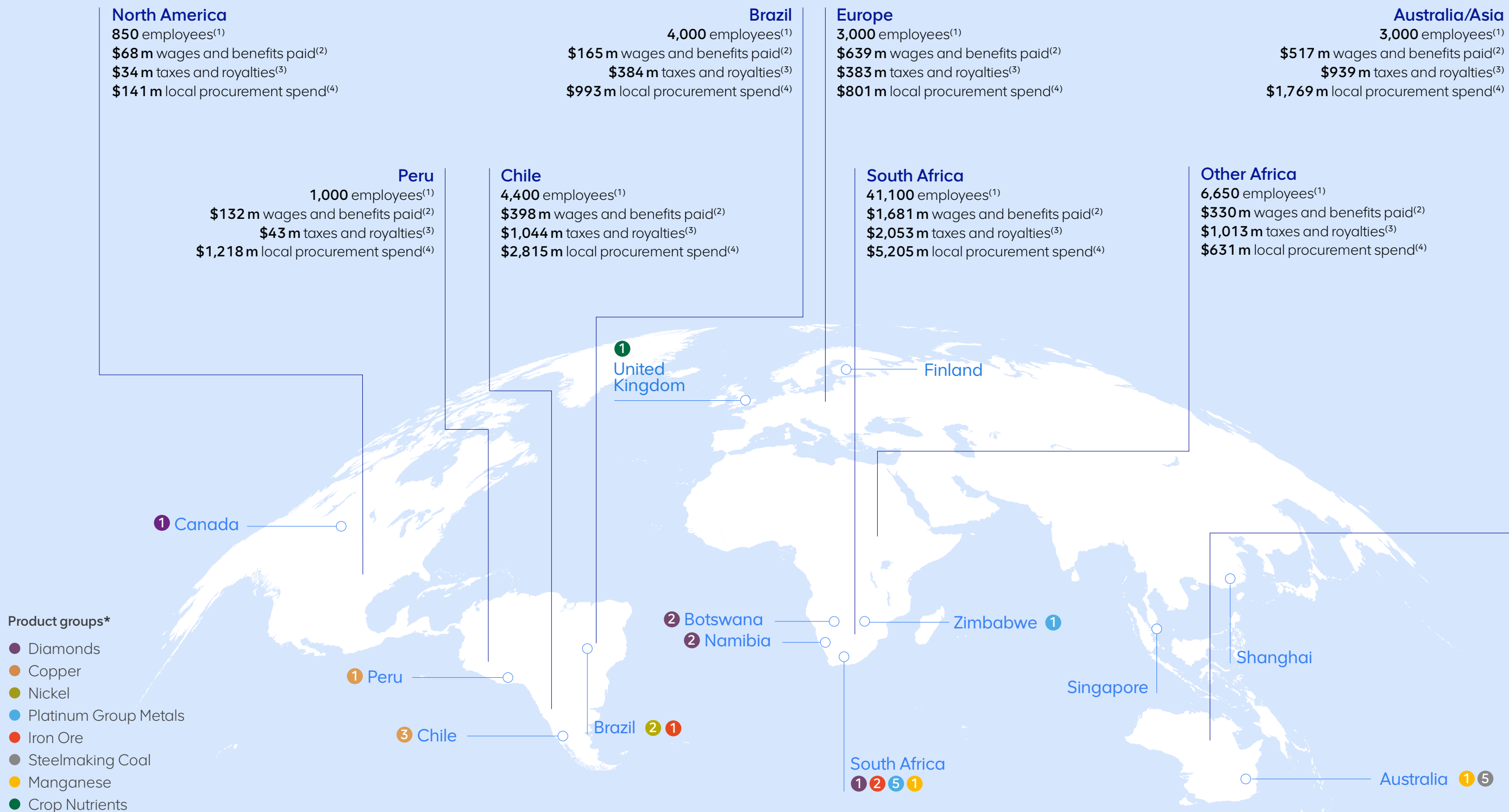
This document includes forward-looking statements. For information regarding forward-looking statements and third party information, please refer to the inside back cover of this document.

### Units used in this report

'Tonnes' are metric tons, 'Mt' denotes million tonnes, 'kt' denotes thousand tonnes, 'Mct' denotes million carats and 'koz' denotes thousand ounces; '\$' and 'dollars' denote US dollars, and 'cents' denotes US cents.

# Our business at a glance

Anglo American is a leading global mining company with a world class portfolio of mining and processing operations and undeveloped resources, providing tailored materials solutions for our customers, with more than 105,000 people working for us around the world.



\* Number within dot denotes number of operations, shown by product.

For footnotes See page 113 of the Integrated Annual Report 2022

We provide many of the essential metals and minerals that are fundamental to the transition to a low carbon economy and enabling a cleaner, greener, more sustainable world, as well as meeting the growing consumer-driven demands of the world's developed and maturing economies. And we do so in a way that not only generates sustainable returns for our shareholders, but that also strives to make a real and lasting positive contribution to society as a whole.

— Our overview video gives a complete introduction to what we do and our ambitions for the future  
See [https://youtu.be/cYUz\\_h97X0A](https://youtu.be/cYUz_h97X0A)



— More detailed information and maps can be found in the business unit reviews  
See pages 84–111 of the Integrated Annual Report

## Base Metals

### Diamonds

**\$1,417 million**

Underlying EBITDA

**10%**

Group underlying EBITDA

**34.6 Mct**

Production (100% basis)<sup>(5)</sup>

### Copper

**\$2,182 million**

Underlying EBITDA

**15%**

Group underlying EBITDA

**664 kt**

Production

### Nickel

**\$381 million**

Underlying EBITDA

**3%**

Group underlying EBITDA

**39.8 kt**

Production: Nickel

### PGMs

**\$4,417 million**

Underlying EBITDA

**30%**

Group underlying EBITDA

**4,024 koz**

Production: PGMs

## Bulk Commodities

### Iron Ore

**\$3,455 million**

Underlying EBITDA

**24%**

Group underlying EBITDA

**37.7 Mt**

Production: Iron ore – Kumba

**21.6 Mt**

Production: Iron ore – Minas-Rio

### Steelmaking Coal

**\$2,749 million**

Underlying EBITDA

**19%**

Group underlying EBITDA

**15.0 Mt**

Production: Steelmaking coal

### Manganese

**\$378 million**

Underlying EBITDA

**3%**

Group underlying EBITDA

**3.7 Mt**

Production: Manganese ore

### Crop Nutrients

**\$(44) million**

Underlying EBITDA

Woodsmith is a greenfield project

### Corporate and other

**\$(440) million**

Underlying EBITDA

# Chairman's statement

During a year of extreme weather events, an uncertain macro-economic environment, and residual effects from the pandemic, Anglo American showed its resilience. At the same time, we made further headway towards growing our business and our supply of products needed for a low-carbon future and which support a growing and more discerning global population.

## Safety

It is profoundly saddening to report that we were not able to achieve zero fatalities in 2022. A death is always a terrible loss for family, friends and colleagues and we will continue to increase our efforts to keep everyone safe. It is with deep regret that we lost two colleagues following accidents during the year at our managed operations, as well as the loss of a colleague from a complication following an injury sustained in 2021. We also lost one colleague at a non-managed joint operation. Pertinent to all these awful accidents, the Group's safety focus is on vigilance and encouraging employees to speak up when they encounter a situation that doesn't look safe, so that we can finally put a stop to serious incidents.

“Looking beyond the current geopolitical and economic volatility, mining is more important than ever to the modern economy. As a technological leader in the mining industry, we are at the forefront of enabling the energy transition while endeavouring to ensure that it is a ‘Just’ one that benefits all of society.”



Occupational safety engineer Fabiana Diogo Paixão dos Santos makes adjustments to a boom lift during her safety duties at Nickel's Barro Alto operation in Brazil.



### Sustainable mining ...

Through our Sustainable Mining Plan, which is aligned to the UN's Sustainable Development Goals, Anglo American is committed to playing its part in addressing climate change, across our value chain. We are steadily reducing our Scope 1 and Scope 2 greenhouse gas emissions and decarbonising our energy supply chains. By 2040, we are targeting to achieve carbon neutrality across the operations, along with an ambition to at least halve our Scope 3 emissions.

The Plan also sets out very ambitious targets for reducing our water footprint, including to reduce fresh water usage in water scarce areas by 50% by 2030. A particular focus is on South America, where we are building capacity by supporting, either directly or through partnerships, many innovative water stewardship initiatives to ensure that our operations have sufficient capacity to withstand periods of excessive drought, while also improving fresh water supply to host communities.

Our FutureSmart Mining™ approach to technology and digitalisation is designed to make mining safer, as well as deliver positive outcomes across the full spectrum of sustainability. This integrated work recognises the frequent connectivity between environmental and social factors, while also acting as a catalyst for self-sustaining regional economic activity, and advocating for policies that support decarbonisation and ethical sourcing of raw materials.

### ... in action

In 2022, we commissioned Quellaveco, our new copper mine in Peru. This is one of South America's most technologically advanced mines, with many operational activities remotely controlled and automated and, as is the case with our other operations in South America, all electricity will come from renewable energy sources from 2023. In South Africa, we are building renewable energy capacity through a partnership with EDF Renewables to develop a regional renewable energy ecosystem. This will also be designed to serve as a clean energy source to produce green hydrogen for our planned fleet of nuGen™ zero emission hydrogen powered mine haul trucks. This technology breakthrough would significantly reduce our hardest to abate on site diesel emissions, while also supporting the development of the country's nascent hydrogen valley strategy. And in Australia, we have secured 100% renewable electricity for our operations from 2025.

Anglo American is in the forefront of deploying an integrated system of processing technologies which are improving metal recoveries, reducing fresh water usage and lowering carbon emissions. We are also substantially lowering carbon emissions in our chartered shipping fleet through using liquefied natural gas in place of standard marine fuel. And we are working with prominent steelmaking customers to research efficient feed materials – capitalising on our premium steelmaking products – to make cleaner steel and, ultimately, hydrogen-based 'green' steel.



Group director corporate relations and sustainable impact Anik Michaud meets with colleagues at the tailings dam at our Quellaveco copper mine in Peru.

### Building trust

The role of business in society and the expectations that our stakeholders have of us have never been more prominent or relevant. While there may be increasing recognition that the products of mining are essential to global decarbonisation and improved living standards in general, those metals and minerals must also be produced responsibly and sustainably. The transition to a cleaner, greener world will be inescapably minerals- and metals-intensive, necessitating significant increases in output, while ensuring we minimise our own environmental footprint, and provide ethical assurance through the value chain. Moreover, the industry must do all it can to ensure that the transition is a 'Just' one and people are not left behind in the move to a decarbonised world.

At the heart of Anglo American's on-the-ground initiatives is Collaborative Regional Development (CRD), our model for catalysing independent, scalable and sustainable economic development in regions around our operations. During the year, we extended CRD's geographical reach beyond South Africa by launching our first such partnership in Peru, Moquegua Crece, in the Moquegua region which hosts Quellaveco.

Anglo American is also an active member of, or contributor to, a number of associations working towards a Just Transition. These include the Initiative for Responsible Mining Assurance (IRMA), and the Taskforce on Nature-related Financial Disclosures (TNFD), which aims to provide organisations with a complete picture of their environmental risks and opportunities, where we were the first mining company to become a member. And, at COP27, Anglo American sent a strong team to participate in the discussions, which included how best to stimulate the hydrogen economy in South Africa, and meet the rising mineral demand for clean technologies.

Trust, of course, is paramount within a company too. An increasingly important contributor in recent years is our Global Workforce Advisory Panel, which is chaired by non-executive director Marcelo Bastos and includes 11 colleagues drawn from all levels across our global footprint. In November, the Panel was able to hold its first in-person sessions since the outbreak of the Covid-19 pandemic, providing useful insights in both directions and central to the Board's understanding of the company's culture.

Stuart Chambers  
Chairman



Marcelo Bastos, chairing the Global Workforce Advisory Panel in London in November 2022.

# Chief Executive's statement

In 2022, the world experienced yet another year of extreme weather, while greenhouse gas (GHG) emissions resumed their upward trajectory. It is more urgent than ever that humanity works together to limit the rising global temperature.

While there is increasing recognition that the transition to, and sustainability of, a low-carbon economy requires unprecedented additional supply of many metals and minerals, we know that the footprint of those materials must be as environmentally and socially responsible as possible. As a major mining company enabling that cleaner, greener, more sustainable world, Anglo American continues to work together with governments, business and civil society in thinking holistically about how best we can preserve the natural environment, while supporting our communities in terms of skills, jobs and helping catalyse new economic activity. This transition must consider all of society – it must be 'Just'.

— For more information on climate change  
See our [Climate Change Report 2022](#)

## Safety

Safety always comes first as we strive to create a workplace where no one gets hurt. While we continue to make progress on our long term safety journey and further develop our safety processes and procedures, we were deeply saddened to lose two colleagues at our managed operations following accidents during the year, as well as one colleague from a complication following an injury sustained in 2021. We also lost one colleague at a non-managed joint operation.

Unless all of us, at all times, are unconditional about safety, accidents will continue to happen. Consequently, across the business, we are placing great emphasis on altering the collective mindset, so that people are more aware of potentially unsafe situations and look out for one another – and feel confident to speak up.

Building a safe and inclusive culture is a constant focus, and we are going beyond physical safety by helping to create an environment of psychological safety. In November, we launched our Living with Dignity hub in South Africa – independently managed to provide preventative and responsive strategies to address harmful behaviour.

## Mining sustainably – an integrated approach

Our FutureSmart Mining™ programme combines our mining technology leadership with our integrated sustainability mindset designed to make mining safer, more efficient, and more environmentally and socially sustainable. In many ways, our new Quellaveco copper mine in Peru is the first manifestation of a FutureSmart™ mine, as one of South America's most technologically advanced mines, with many processes being remotely controlled and automated, and with its entire environmental and community approach co-created and designed from the outset for maximum positive benefit.



Chief executive Duncan Wanblad addresses colleagues at the London head office at our Global Safety Day in October 2022.



“Anglo American is a leading producer of many of the metals and minerals needed to help the world transition to and sustain a prosperous post-carbon future that will benefit all of society, and our planet.”

### Healthy environment – water

Our Sustainable Mining Plan sets out ambitious targets for lowering our water footprint, including to reduce fresh water usage in water scarce areas by 50% by 2030. We are supporting many water-stewardship initiatives, ranging from water-supply projects with our partners and providing drinking water to host communities, to infrastructure projects with local government.

At Quellaveco, we have built a 60 million m<sup>3</sup> capacity dam to ensure there is enough water for the mine, and the local community, transforming both the quality and reliability of water throughout the year. In Chile, we have secured a desalinated water supply for our Los Bronces copper mine from a new desalination plant that is being built by a third party and that will meet almost half of the mine's water requirements from 2025. Beyond this first phase, we are planning an innovative swap scheme to provide desalinated water for human consumption in exchange for treated wastewater that will supply our operation, as well as increasing water supply to local communities. This would allow us to stop drawing any fresh water for Los Bronces.

We are also deploying combinations of processing technologies which are intended to improve metal recoveries and reducing fresh water usage. Coarse particle recovery (CPR) plants enable the separation of metals from waste rock at a larger granule size, thereby reducing the energy required in crushing rock and allowing the faster and greater drainage of water from those larger particles. This technology also supports a hydraulic dewatered stack (HDS) pilot for storing what is essentially dry and stable tailings material under way at our El Soldado technology hub in Chile. Working in tandem, such technologies will make mining safer, increasing water re-use, using less fresh water and eliminating the need to store wet tailings.

### Healthy environment – emissions reduction

While we progress the technology to transition our global fleet of diesel haul trucks to zero emission hydrogen as part of our nuGen™ programme, purchased electricity is also a major contributor to our GHG emissions. With renewable electricity supply secured for our South America and Australia operations, we have now formed a renewable energy partnership with EDF Renewables in South Africa to develop a 3–5 GW renewable energy ecosystem in the region by 2030, with more than 600 MW of wind and solar projects ready to be developed in the first phase from 2023.

Beyond our mining and processing operations, we are working to substantially reduce emissions in our chartered shipping fleet by using liquefied natural gas. We are also collaborating with longstanding steelmaking customers to develop cleaner steel technologies at commercial scale, thereby addressing the hardest to abate Scope 3 emissions in our value chain.

### Catalysing thriving communities

Catalysing the creation of thriving communities is a key pillar of our Sustainable Mining Plan, with a focus on improved health and education outcomes being the bedrock for healthy local economies. We recently extended our Collaborative Regional Development programme from South Africa to Peru by setting up Moquegua Crece, an initiative composed of regional, national and international partners that aims to deliver lasting socio-economic development opportunities in the Moquegua region, where Quellaveco is located.

The Anglo American Foundation also continues its longstanding work to promote sustainable development in countries where we operate. As its previous chairman, I am pleased to see the \$100 million donation from Anglo American, made towards the end of 2021, is allowing the Foundation to scale up and become a strategic grant-maker on a more global canvas.



Duncan Wanblad observing the longwall in action at our new Aquila steelmaking coal mine in Queensland, Australia, in November 2022.

Human rights continue to be a critical aspect in every area of our business and form a foundational part of our Sustainable Mining Plan. We remain committed to the principles of the UN Global Compact and the Guiding Principles on Business and Human Rights.

### Building trust with society

We know that doing the right thing and having a reputation to match is how we build and sustain trust with our stakeholders, beginning with our employees, and therefore central to our licence to operate as a company. Our Code of Conduct is non-negotiable and sets out the requirements, behaviour and standards that determine how we act every day. We have zero tolerance for corruption of any nature and we expect our employees and our business partners to behave ethically and to consistently show care and respect for colleagues, communities and the environment in which we operate.

### Sustainable financing

I was pleased to see some of our financing start to reflect our sustainability ambitions during the year. During the year, Anglo American signed a \$100 million 10-year sustainability-linked loan agreement with the International Finance Corporation (IFC). The loan is the IFC's first in the mining sector and is understood to be the first in the mining sector

globally to focus exclusively on social development indicators. Anglo American also issued its first sustainability-linked bond, a 10-year €745 million instrument which includes ESG performance targets to reduce our Scope 1 and 2 GHG emissions and fresh water abstraction, and to support job creation in host communities.

### Our people

I thank the Board for its unwavering support, all our people for their hard work and resilience, and all those with whom we work for their constructive spirit of partnership in what has been a tough year for people everywhere in the world.

Duncan Wanblad  
Chief Executive

# Our business model

Anglo American draws upon a number of key inputs that, through targeted allocation, development, extraction and marketing, create sustainable value for our shareholders and our diverse range of stakeholders.



### Governance

Our governance controls ensure we respond effectively to those matters that have the potential to cause financial, operational or reputational harm, while acting ethically and with integrity.

— For more information  
See pages 121–204 of the Integrated Annual Report 2022

### Materiality and risk

Identifying and understanding our material matters and risks is critical in the development and delivery of our strategy.

— For more information on materiality  
See pages 22–23

— For more information on our principal risks  
See pages 69–73 of the Integrated Annual Report 2022

### How we measure the value we create

Safety and health

Socio-political

Environment

People

Production

Cost

Financial

— For our pillars of value  
See pages 18–21

### Stakeholder engagement

Open and honest engagement with our stakeholders is critical in gaining and maintaining our social and regulatory licences to operate. Working within our social performance framework, it is our goal to build and sustain constructive relationships with host communities and countries that are based on mutual respect, transparency and trust.

— For more information  
See pages 13–15

— For more on the value we create for stakeholders  
See pages 11–13

# Purpose to value

We are guided by our Purpose – re-imagining mining to improve people’s lives – to deliver sustainable value for all our stakeholders.

## Our Purpose

Re-imagining mining to improve people’s lives

Transforming the very nature of mining for a safer, smarter, more sustainable future.

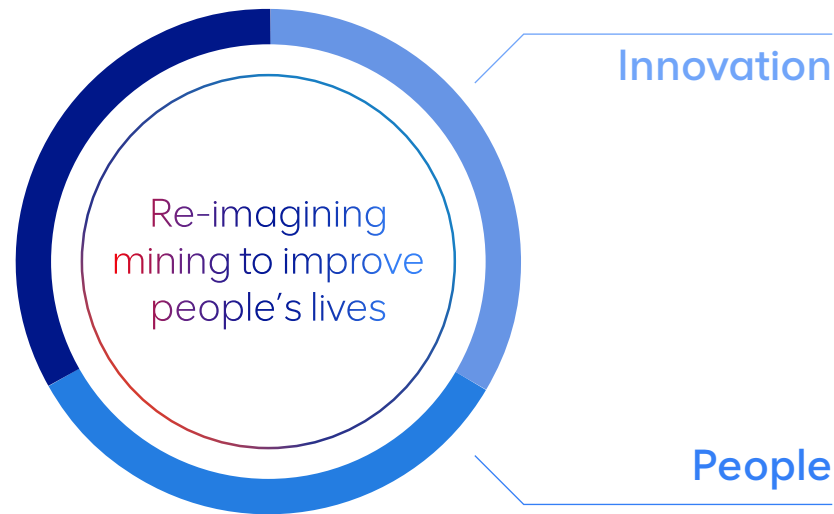
### Our Values

Anglo American’s Values and behaviours are at the heart of everything we do. Guided by our Purpose and our Values, we enable high performance and purposeful action. Our Values and the way in which we, as individuals, are expected to behave are the foundation of our Code of Conduct.



## Our strategy

Portfolio



Guided by our Purpose, our strategy is to secure, develop and operate a portfolio of high quality and long life mineral assets, from which we will deliver leading shareholder returns. We achieve this through innovative practices and technologies – in the hands of our world class people.

### Capital allocation

Underpinning our strategy, we have a value-focused approach to capital allocation, with clear prioritisation. Our Sustainable Mining Plan outlines ambitious targets that our projects must support to ensure a Healthy Environment, Thriving Communities and our position as a Trusted Corporate Leader.

— For more on capital allocation  
See pages 64–66 of the Integrated Annual Report 2022

### Measuring delivery of our strategy

We track our strategic progress holistically – spanning non-financial and financial performance using KPIs that are based on our seven pillars of value:

- Safety and Health**  
To ensure our workforce is safe and healthier for working with us
- Environment**  
To have a net positive and sustainable impact on climate change, water and the natural environment
- Socio-political**  
To build thriving communities and develop trust as a corporate leader

- People**  
To create a sustainable competitive advantage through capable people and an effective, purpose-led, high performance culture
- Production**  
To sustainably produce and grow valuable product
- Cost**  
To achieve optimal margins based on delivery of targeted growth
- Financial**  
To deliver industry-leading sustainable returns to our shareholders

## Value

Delivering sustainable value for all our stakeholders

We are working together to develop better jobs, better education and better businesses, building brighter and healthier futures around our operations in host countries and ultimately for billions of people who depend on our products every day.

- Investors
- Employees
- Communities
- Natural environment
- Suppliers
- Customers
- Host countries

### Balanced reward

Anglo American’s directors’ remuneration policy is designed to encourage delivery of the Group’s strategy and creation of stakeholder value in a responsible and sustainable manner, aligned to our Purpose.

The main elements of the remuneration package are basic salary, annual bonus and Long Term Incentive Plan (LTIP).

— For more on remuneration  
See pages 160–203 of the Integrated Annual Report 2022

# Creating value for our stakeholders

## Anglo American is re-imagining mining to improve people's lives.

Mining has a safer, smarter, more sustainable future. Using more precise technologies, less energy and less water, we aim to reduce our environmental footprint for every ounce, carat and kilogram of precious metal or mineral.

We are combining smart innovation with the utmost consideration for our people, their families, local communities, our customers and the world at large – to better connect precious resources in the ground to all of us who need and value them.

And we are working together to develop better jobs, better education and better businesses, building brighter and healthier futures around our operations in host countries and ultimately for billions of people around the world who depend on our products every day.

Our metals and minerals help unlock a cleaner future for our planet and help meet the needs of a growing population, from homes and electronics, to food and luxuries – these are future-enabling products.



### Investors

#### Delivering sustainable financial returns

Underpinning our strategy, we have a value-focused approach to capital allocation, with clear prioritisation: sustaining capital to maintain asset integrity; payment of base dividends, and then the allocation of discretionary capital to either growth investments, upgrades to our portfolio, or additional returns to shareholders.

— For more information  
Visit [www.angloamerican.com/investors](http://www.angloamerican.com/investors)

**\$2.4 bn**  
Total returns to  
shareholders

**7.3%\***  
Dividend yield

**15%**  
TSR performance

\*Calculated using average share price of \$40.16 for the year ended 31 December 2022.



### Employees

#### People are our business, and that means our first priority is always employee safety

Our people are critical to all that we do. And always front of mind are the safety and health of our employees and contractors; we train, equip and empower our people to work safely every day. We believe, too, that creating an inclusive and diverse working environment and culture that encourages and supports high performance and innovative thinking gives our business a competitive advantage.

— For more information  
Visit [www.angloamerican.com/employees](http://www.angloamerican.com/employees)

**\$3.9 bn**  
Total wages and benefits paid



### Communities

#### Helping to create thriving communities

We are committed to delivering a lasting, positive contribution to host communities, beyond the life of our mines. This starts with understanding and responding to their needs and priorities. We manage the relationship with host communities through our recently updated social performance system, the Social Way 3.0, and aim to drive shared value through our Sustainable Mining Plan commitments.

— For more information  
Go to pages 72–81

**\$175 m**  
Total Community Social Investment (CSI)

**114,534**  
Total number of jobs supported off site



## Natural environment

### Protecting our natural environment

We apply holistic thinking to address the interconnectivity of nature, the environment and the ecosystems in which we operate to deliver positive environmental outcomes and address global challenges such as climate change.

Some of the targets we have set include:

- To be carbon neutral across our operations (Scope 1 and 2 GHG emissions) by 2040
- Net-positive biodiversity outcomes
- Reducing fresh water withdrawals by 50% in water scarce areas by 2030.



## Suppliers

### Responsible sourcing aligned to our Purpose

Our approach to responsible sourcing defines the minimum sustainability requirements and decent work principles required by our more than 17,000 suppliers to Anglo American. Our vision is to create a more inclusive supply chain as we seek to generate more equitably shared and sustainable prosperity in host countries, where over 70,000 jobs are supported by our procurement worldwide.

— For more information  
Go to pages 86–90

**\$13.6 bn**  
spent with local suppliers in 2022

**92%**  
of total supplier spend of \$14.8 bn



## Customers

### Understanding our customers' needs

We work closely with our customers, who are increasingly interested in sourcing responsible materials. In 2022, we met our Sustainable Mining Plan target of 50% of our mining operations to be audited against recognised responsible mining certification systems and are on course to have all our operations audited by 2025. In addition, two operations have undergone the Responsible Jewellery Council certification and we have adopted the Copper Mark certification at Los Bronces and El Soldado while they await being assured against the Initiative for Responsible Mining Assurance (IRMA).

— For more information  
Visit [www.angloamerican.com/about-us](http://www.angloamerican.com/about-us)



### Stay up to date

— For more on our performance in the year, see the video link.  
Visit <https://www.youtube.com/watch?v=kN8W79RI3Gc>



## Host countries

### Playing our role in society

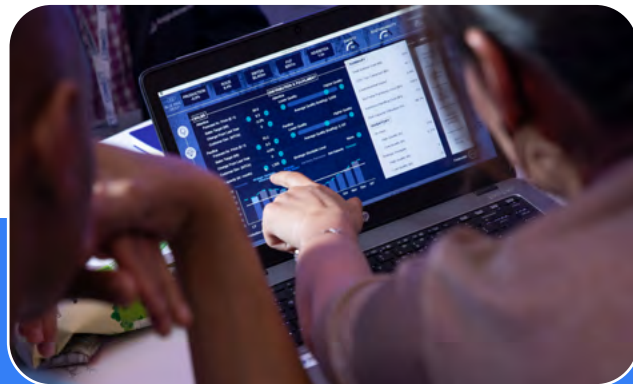
Anglo American contributes to economies and society both directly and indirectly, through the taxes and royalties we pay, the jobs we create, the local workforces we upskill, the local business opportunities we generate, and the education and community health initiatives we support.

— For more information  
See our [Tax and Economic Contribution Report 2022](#)

**\$5.9 bn**  
Total taxes and royalties borne and taxes collected

# Understanding our stakeholders

Healthy stakeholder relationships help us to better communicate how our business decisions, activities and performance are likely to affect or be of significant interest to our stakeholders, and provide the opportunity to co-create effective and lasting solutions to business and other challenges.



## Investors

Our shareholders own the business, and their continued support is key to its long term sustainability. Regular meetings and occasional site visits with the investor and financial analyst community inform and help to shape our strategy, including our value-based approach to capital allocation.



## Employees and unions

Our people are critical to all that we do and are essential to our commercial success. We have more than 105,000 people working for us around the world. We support labour rights, including the right to freedom of association and collective bargaining.



## Communities

Building mutually respectful relations with the communities around our operations is essential to gaining and maintaining our licence to operate. We strive to deliver long term and sustainable economic growth and social progress to host communities, including beyond the life of our mine.



## Suppliers and contractors

We work with suppliers to deliver tailored equipment, services and other solutions to enable best-in-class operating performance while remaining cost competitive. Our responsible sourcing programme defines the sustainability requirements expected of our more than 17,000 suppliers.



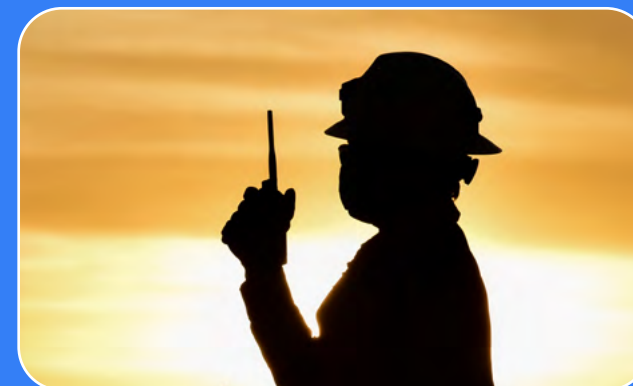
## Customers

We work closely with our customers to address their raw material needs in a way that is tailored to their requirements and expectations. With presence across key commercial hubs and close market contact, we have the industry understanding to provide the solutions customers want.



## Civil society (NGOs, faith groups and academia)

Engagement with the elements that make up civil society brings a unique ethical and sustainability lens to our business. The cross-sector relationships we forge with NGOs and other groups enable us to be a more responsive and effective development player, pulling levers where others can't.



## Governments and multilateral institutions

Our strong relationships with governments at a local, national and international level enable us to be more effective in building capacity in host communities. They are also crucial, in an increasingly stringent regulatory and permitting environment, in securing and maintaining our licence to operate.



## Industry associations

Our advocacy role on the international stage, including our work with industry associations ranging from IRMA, the TCFD and TNFD, to the Minerals Councils of South Africa and Australia, is helping to make mining safer, cleaner, more sustainable and more attuned to the modern world's demands of the mining industry of the future.

## Investors

### How we engage

The Group, through its investor relations team, has an active engagement programme with its key financial audiences, including institutional shareholders.

Any significant concerns raised by a shareholder are communicated to the Board. The Board receives a briefing at each meeting from the investor relations team. The chairman also hosts meetings with some of the Company's largest institutional investors through the year.

### What was important to our stakeholders in the year

- Operational performance (including safety)
- Sustainability, including climate change (strategy, targets, progress and non-binding AGM resolution), water, workplace culture and harassment
- Progress of major projects
- Chief executive and other executive management transition

## Employees and unions

### How we engage

The Group undertakes global employee engagement surveys, the results of which are communicated to executive management and the Board. The Group's Global Workforce Advisory Panel meets during the year to discuss a range of topics. Feedback from the meetings is shared with the Board and the Group Management Committee.

Every business unit has formal points of contact for union engagement, and material matters are routinely reported to various boards. In 2022, we had two dialogue sessions with IndustriALL Global Union. In South Africa, our Tripartite structure (comprising South African businesses, recognised trade unions, the Department of Mineral and Energy Resources and industry councils) met to continue its focus on a number of topics important to our employees.

### What was important to our stakeholders in the year

- Safety and health
- Mental health and well-being
- Living with Covid-19 and vaccination policies
- Cost of living
- Bonuses and incentives
- The future of work

## Communities

### How we engage

Our Social Way 3.0 engagement requirements and commitment to local accountability that forms part of our Sustainable Mining Plan are at the heart of how we engage with local communities. We aim to always engage proactively, meaningfully and respectfully with all of our stakeholders in relation to impacts and risk and to maximise development opportunities.

The Sustainability Committee receives a report on social performance and community issues at each meeting. The Board is also updated via presentations from business unit leaders and visits operations, which often include engagement with local community representatives.

The Social Way Policy sets out requirements for the management of grievances and incidents with social consequences. All incidents with Level 4–5 social consequences are reported to, and discussed by, the Board.

### What was important to our stakeholders in the year

- Community health and safety
- Livelihoods and job creation
- Community education
- Land access, displacement and resettlement
- Local accountability forums
- Grievances and incidents with social consequences
- Collaborative Regional Development

## Suppliers and contractors

### How we engage

The Group engages with suppliers through several channels, including: supplier events; host community procurement forums; supplier capability development initiatives; various digital platforms; and our responsible sourcing programme.

Material matters are reported to the Board through the chief executive's reports. Material supply contracts are approved by the Board. Reports to the Board from the technical director and business unit leaders contain updates on contractor management.

### What was important to our stakeholders in the year

- How to mitigate the risk of modern slavery and labour rights abuses within the supplier network
- Stimulating local manufacture of mining goods and increasing procurement opportunities for host community suppliers
- Promoting transparency and access to information
- Protecting the safety, health, well-being, human rights and dignity of workers employed by contracting companies and suppliers
- Understanding how suppliers can help us meet our Sustainable Mining Plan goals

## Customers

### How we engage

Our Marketing business engages with customers through direct personal engagements and via business and industry forums.

The CEO of Marketing provides an annual update to the Board on the Group's marketing strategy and activities, including customer engagement. The Board also receives a regular update on commodity markets from the Marketing team.

### What was important to our stakeholders in the year

- Delivery of product on agreed timing and terms
- Decarbonisation roadmap and carbon management solutions
- Assurance that products have been responsibly mined and sourced
- Collaboration opportunities
- Participation in responsible mining certification systems
- Price risk management in an inflationary environment
- Continued engagement around key industry shifts

## Civil society (NGOs, faith groups and academia)

### How we engage

The Group's engagement includes one-on-one interactions (including with the chief executive); various multi-stakeholder initiatives and partnerships; addresses at civil society gatherings; and open and ongoing dialogue on tax transparency and responsible mining practices. The Group hosts accountability dialogues on the UN's Sustainable Development Goals (SDGs), which bring together a cross-section of stakeholders (including NGOs) around our performance related to SDGs. Any key concerns or trends from these engagements are reported to relevant executive and/or Board structures.

Anglo American participates in the global Mining and Faith Reflections Initiative and the South African multi-faith 'courageous conversations' initiative, and also has longstanding partnerships with NGOs such as TechnoServe, Fauna & Flora International and WorldVision.

### What was important to our stakeholders in the year

- Climate change and Just Transition
- Respect for human rights
- Investing in social and community development
- Industry transparency and reporting initiatives
- Critical raw materials
- Free, prior and informed consent

## Governments and multilateral institutions

### How we engage

Group engagement includes: face-to-face meetings with local and national government representatives; dialogue and ongoing advocacy work – both directly and through industry bodies; and participation in inter-governmental and multilateral processes.

The Board receives a report on key geopolitical developments in the Group's operating jurisdictions at each meeting, as well as updates from the chief executive on government engagement.

### What was important to our stakeholders in the year

- Compliance with mining licence and related requirements
- Contribution to national and international developmental priorities
- Taxation policy, including national and international tax reforms related to digitalisation, globalisation and the environment against a backdrop of challenging fiscal scenarios for many governments
- Wider sustainability and development agenda, including climate change
- The role of mining companies in addressing the impacts of Covid-19
- Permitting of new technology for transformational change

## Industry associations

### How we engage

The Group participates in more than 130 industry associations worldwide. An audit of our memberships is undertaken and published biennially. The Group's participation is directed by our International and Government Relations Policy. The chief executive reports any matters of significance to the Board.

### What was important to our stakeholders in the year

- Contributing constructively in business initiatives, with the aim of enhancing the collective business interest
- Contributing to shared responses to challenges faced by governments and societies in host jurisdictions
- General knowledge sharing on our approach to managing material issues

# Our approach to sustainability

A sustainable business is purposeful, competitive, resilient and agile. It is a business that thrives throughout economic and social cycles.

Environmental, social, governance and commercial issues are often connected; they are part of a complex dynamic system that is constantly evolving.

At Anglo American, our work has evolved to match this complexity. Sustainability is integrated into how we work and is central to our decision making as we strive to understand the full impact of each decision we take.

None of the issues explored in this report happens in isolation; so, while we report one topic at a time, our work is multi-disciplinary and dynamic, aligned with the environments in which we operate.



Guided by our Purpose, our strategy is to secure, develop and operate a portfolio of high quality, long life mineral assets. We then apply innovative practices and technologies in the hands of our world class people to deliver sustainable value for all our stakeholders.

## Portfolio

The quality and long life of our mineral assets are the foundations of our global business. We actively manage our asset portfolio to improve its overall competitive position, providing metals and minerals essential for a cleaner, greener, more sustainable world and that meet the needs of a growing global population, from homes and electronics, to food and luxuries.

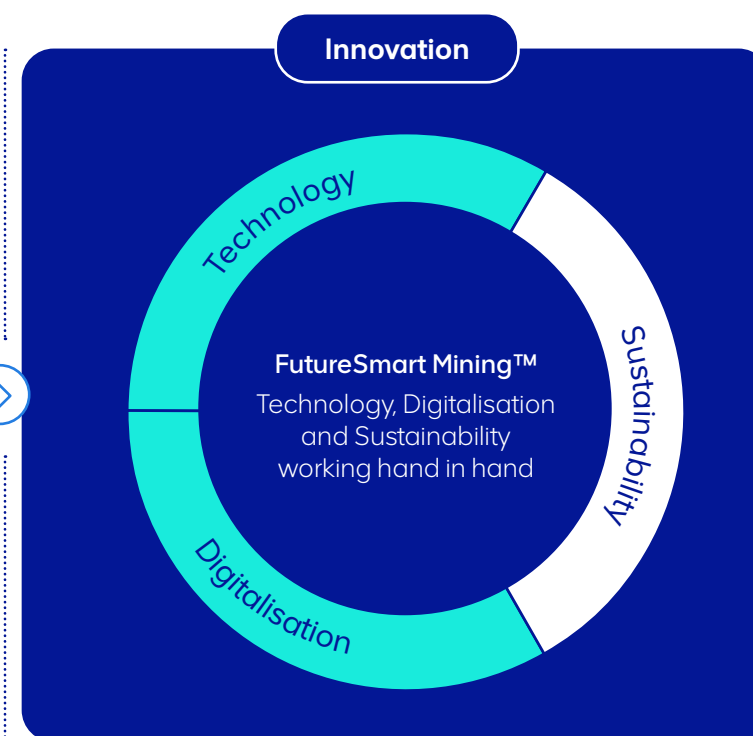
## Innovation

Across every aspect of our business, we are thinking innovatively about how we work to ensure the safety of our people, enhance our sustainability performance, and deliver industry-leading margins and returns. We are developing a replicable model of differentiated practices and capabilities that is designed to deliver superior value to all our stakeholders from assets that are in our hands.

## People

Our people are critical to all that we do: we create working environments and an inclusive and diverse culture that encourages and supports high performance and innovative thinking. The partnerships we build, both within Anglo American and with our stakeholders – locally and globally – are central to maintaining our regulatory and social licences to operate and our sustained commercial success.

— For more information  
See pages 28–63 of the Integrated Annual Report 2022



Across every aspect of our business, from mineral exploration to delivering our products to our customers, we are thinking innovatively to ensure the safety of our people, to enhance the sustainability of our business, and to deliver enduring value in its many forms for all our stakeholders.

The combination of our innovative Marketing business, the stability and consistency provided by our Operating Model, and our FutureSmart Mining™ approach to technology and sustainability, is fundamentally changing the way we extract, process and market metals and minerals, supporting our operating and financial performance.

## Operating Model

Our Operating Model is the foundation to support us by providing structure, stability and predictability in the way we plan and execute every task.

## P101

P101 is our transformational asset productivity programme that builds on the stability of the Operating Model.

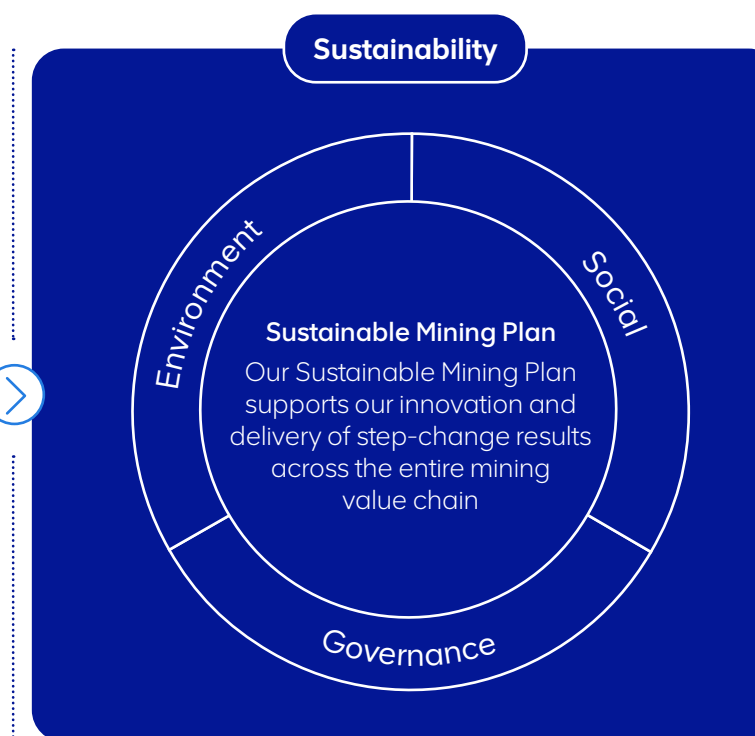
## Marketing

Our Marketing business optimises the value from our mineral resources and market positions, including by tailoring solutions for customers and demonstrating the high sustainability standards we are committed to.

## FutureSmart Mining™

Our innovation-led pathway to sustainable mining that is fundamentally changing how we mine, process, move and market our products to drive positive sustainability outcomes.

— For more information  
See pages 36–55 of the Integrated Annual Report 2022



Our Sustainable Mining Plan, launched in 2018 and integral to our FutureSmart Mining™ programme, is built on our critical foundations and three major areas or Global Sustainability Pillars, which are designed to support the UN's Sustainable Development Goals.

Under each of the Global Sustainability Pillars we have a set of stretch goals. We are making great efforts to deliver them between now and 2030. These Global Stretch Goals are deliberately ambitious and designed to challenge us to lead and innovate.

Our Sustainable Mining Plan is designed to be a living plan and we will continue to evolve it to ensure it stays relevant and suitably stretching, in tune with our employees' and stakeholders' ambitions for our business. We are currently exploring a number of areas that we feel would benefit from being incorporated into the Sustainable Mining Plan and will update the plan when we have developed these options more fully.

## Healthy Environment

Maintaining a healthy environment that uses less fresh water and delivers net-positive biodiversity outcomes, ultimately moving us closer to our vision of carbon-neutral mining.

## Thriving Communities

Catalysing thriving communities with better health, education and levels of employment.

## Trusted Corporate Leader

Developing trust as a corporate leader, providing ethical value chains, policy advocacy and improved accountability.

— For more information on our Sustainable Mining Plan  
See page 17

# Our Sustainable Mining Plan

Our Sustainable Mining Plan, integral to FutureSmart Mining™, is built on our critical foundations and three Global Sustainability Pillars and sets out our commitment to stretching goals – driving sustainability outcomes through technology, digitisation and our innovative approach to sustainable economic development.



## Collaborative Regional Development

Our innovative partnership model to catalyse independent, scalable and sustainable economic development in regions around our operations – the objective being to improve lives by creating truly thriving communities that endure and prosper well beyond the life of the mine.

— For more information See pages 77–78

## Our Critical Foundations

These form the common and minimum requirements for each of our operations and our business as a whole. The Critical Foundations are essential to the long term credibility and success of both the Sustainable Mining Plan and to maintain our social licence to operate.

<p>Zero Harm</p> <p>— For more information See pages 24–33</p>	<p>Leadership and Culture</p> <p>— For more information See pages 34–40</p>	<p>Inclusion and Diversity</p> <p>— For more information See pages 41–44</p>	<p>Human Rights</p> <p>— For more information See pages 45–48</p>	<p>Group standards and processes</p> <p>— For more information See pages 49–52</p>	<p>Compliance with legal requirements</p> <p>— For more information See pages 49–52</p>
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# Measuring our performance



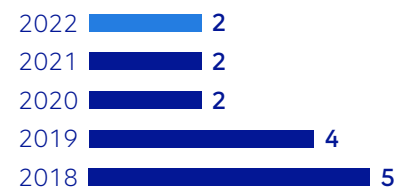
## Safety and health

Strategic element: Innovation, People

### Work-related fatal injuries<sup>(8)</sup> ER

Target: Zero

Number of work-related fatal injuries



### Total recordable injury frequency rate<sup>(8)</sup>

Target: Year-on-year reduction

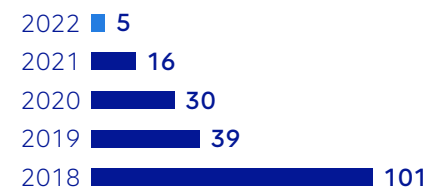
TRIFR



### New cases of occupational disease<sup>(8)</sup> ER

Target: Year-on-year reduction

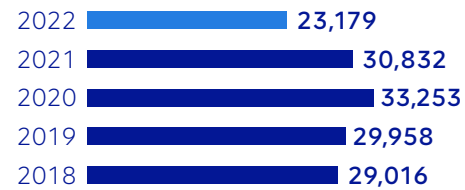
NCOD



### Workforce noise exposure<sup>(8)</sup>

Target: Year-on-year reduction

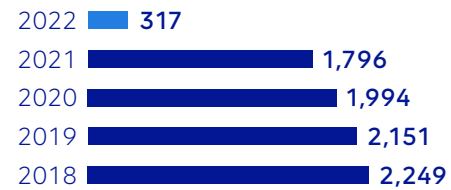
Employees and contractors potentially exposed to noise > 85 dBA



### Workforce inhalable hazard exposure<sup>(8)</sup>

Target: 5% year-on-year reduction

Employees and contractors potentially exposed to inhalable hazards over OEL



## Environment

Strategic element: Innovation

### GHG emissions<sup>(8)</sup> ER

Target: Reduce by 30% by 2030

Measured in million tonnes of CO<sub>2</sub> equivalent emissions



### Energy consumption<sup>(8)</sup> ER

Target: Improve energy efficiency by 30% by 2030

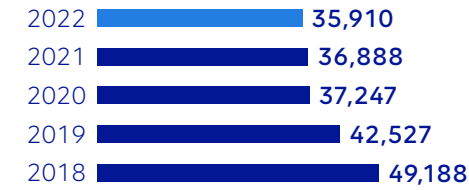
Measured in million GJ



### Fresh water withdrawals<sup>(8)</sup>

Target: Reduce the withdrawal of fresh water in water scarce areas by 50%

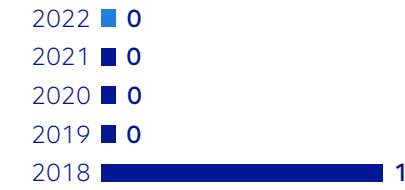
Measured in ML



### Level 4-5 environmental incidents<sup>(8)</sup> ER

Target: Zero

Number of Level 4-5 environmental incidents



ER KPIs with this symbol are linked to executive remuneration; for more information, see the Remuneration report on pages 160–203 of the Integrated Annual Report 2022

For full description and calculation methodology See pages 310–317 of the Integrated Annual Report 2022

For footnotes See page 113 of the Integrated Annual Report 2022

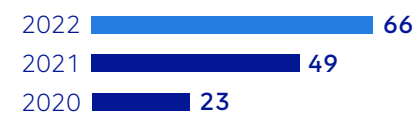
## Socio-political

Strategic element: Innovation

### Social Way 3.0 implementation<sup>(9)</sup>

Target: Full implementation of the Social Way 3.0 by end 2022

In 2022, 66% of Social Way 3.0 requirements fulfilled



### Taxes and royalties borne and taxes collected<sup>(3)</sup>

Spend in \$ billion



### Jobs supported off site<sup>(10)</sup>

ER

Cumulative number of jobs supported off site



### Local procurement<sup>(4)</sup>

Spend in \$ billion



## People

Strategic element: People

### Voluntary labour turnover

Target: <5%

Percentage of full-time employees



### Women in management

Target: 33% by 2023

Women in management (B5 and above) (%)



### Women in workforce

Women as a percentage of total workforce



ER KPIs with this symbol are linked to executive remuneration; for more information, see the Remuneration report on pages 160–203 of the Integrated Annual Report 2022

For full description and calculation methodology See pages 310–317 of the Integrated Annual Report 2022

For footnotes See page 113 of the Integrated Annual Report 2022



## Production

Strategic element: Portfolio, Innovation

### Production volumes

Copper equivalent production 2022 vs 2021 2% decrease

#### De Beers – million carats



#### Copper – thousand tonnes



#### Nickel – thousand tonnes



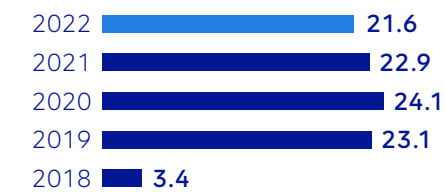
#### PGMs – thousand ounces (5E+Au)



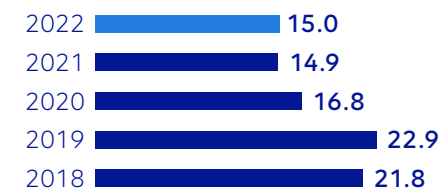
#### Iron ore (Kumba) – million tonnes (wet basis)



#### Iron ore (Minas-Rio) – million tonnes (wet basis)



#### Steelmaking coal (export coking and PCI) – million tonnes



**ER** KPIs with this symbol are linked to executive remuneration; for more information, see the Remuneration report on pages 160–203 of the Integrated Annual Report 2022

For full description and calculation methodology  
See pages 310–317 of the Integrated Annual Report 2022

For footnotes  
See page 113 of the Integrated Annual Report 2022

## Cost

Strategic element: Portfolio, Innovation

### Unit cost of production

Copper equivalent unit cost 2022 vs 2021: 15% increase in \$ terms

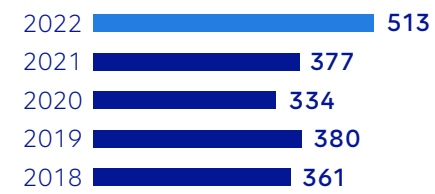
#### De Beers – \$/carat



#### Copper – c/lb



#### Nickel – c/lb



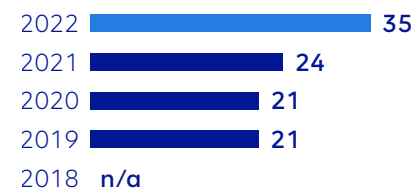
#### PGMs – \$/PGM ounce



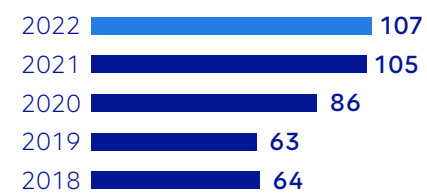
#### Kumba – \$/tonne (wet basis)



#### Iron ore Brazil – \$/tonne (wet basis)



#### Steelmaking coal – \$/tonne

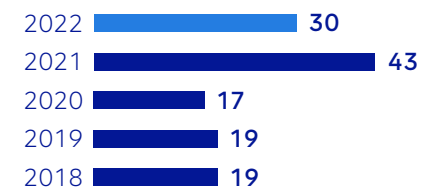


## Financial

Strategic element: Portfolio, Innovation

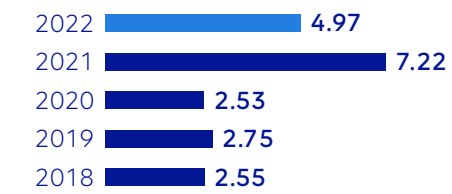
### Attributable return on capital employed (ROCE) <sup>ER</sup>

#### Group attributable ROCE (%)



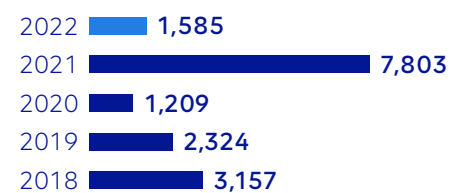
### Underlying earnings per share (EPS) <sup>ER</sup>

#### Group underlying EPS – \$



### Attributable free cash flow<sup>(1)</sup> <sup>ER</sup>

#### Group attributable free cash flow (\$ million)



<sup>ER</sup> KPIs with this symbol are linked to executive remuneration; for more information, see the Remuneration report on pages 160–203 of the Integrated Annual Report 2022

For full description and calculation methodology See pages 310–317 of the Integrated Annual Report 2022

For footnotes See page 113 of the Integrated Annual Report 2022

# Our material matters

## Determining what is important

Identifying and evaluating matters that are of common material interest to our stakeholders and to our business, and understanding how they may affect our ability to create value over time, are integral to our planning processes and help support the delivery of Anglo American's strategy.

Our process for determining those matters involves consultation, analysis and approval.

Our last externally facilitated integrated materiality process took place in 2020 and incorporated in-depth interviews with a range of internal and external stakeholders. In 2021, we supplemented the assessment with a stakeholder survey and desktop research, while, in 2022, we confirmed the outcomes of the 2020 assessment through desktop research. The desktop research included a review of the Group Risk register, global media coverage and analyst reports on Anglo American and the mining sector, and an analysis of minuted Board and executive discussions.

We will conduct a fresh externally facilitated materiality assessment in 2023 which will consider the evolving nature of global reporting standards and the principle of double materiality – a materiality lens that assesses both the impact of sustainability issues on our business, as well as the impact our business has on societal, environmental and economic issues. We expect to repeat that assessment every two years.

To better demonstrate and communicate how our material matters link to our Sustainable Mining Plan, we have mapped each material matter to the relevant critical foundations and Global Sustainability Pillars. This year, we report performance against our Sustainable Mining Plan, rather than on a material matter-by-matter basis as we have done in our previous reports, reflecting the centrality of sustainability to how we take decisions across our business.

## Understanding our stakeholders

Healthy stakeholder relationships help us to better communicate how our business decisions, activities and performance are likely to affect or be of significant interest to our stakeholders, and provide the opportunity to co-create effective and lasting solutions to business and other challenges.

Anglo American's stakeholders include host communities, governments, employees, customers, business partners, multinational organisations, industry peers, broader civil society, trade unions, trade associations and suppliers, in addition to our shareholders who own the business. In some instances, we work with representatives from multi-stakeholder initiatives to provide a more collaborative and holistic view on the issues facing our industry.

Beyond the materiality process, we continually engage with our stakeholders at global, national and local levels to develop long term mutually beneficial relationships and respond to society's most pressing challenges.

— For more information on how we engage with our stakeholders  
[See pages 13–15](#)

## Material matters in 2022

The matters identified through our materiality process are naturally numerous and wide-ranging. In order for us to report against these material matters effectively and demonstrate how they affect the delivery of our strategy, we have set them out under the headings listed in the table on page 23. No changes to the material matters determined in 2020 through the in-depth stakeholder interview process were identified through the 2022 materiality process.

Each material matter covers a number of topics and issues, and some also intersect with specific principal risks facing the Group, as identified in the Group Risk Register. Principal risks are those risks, or combination of risks, that would threaten the business model, future performance, solvency or liquidity of Anglo American and are shown with the following symbol (‡).

— For more information on our principal risks  
[See pages 69–73 of the Integrated Annual Report 2022](#)




The material matters shown on page 23 are those that relate to sustainability outcomes, including across the three pillars of environment, social and governance (ESG). These material matters are considered important by our stakeholders and by the Group, with those topics considered to be of the highest importance and most material highlighted in bold.

— For the full list of material matters identified in the our materiality assessment  
[See pages 20–21 of the Integrated Annual Report 2022](#)

# Our material matters

To better demonstrate and communicate how our material matters link to our Sustainable Mining Plan, we have mapped each one against the critical foundations and three Global Sustainability Pillars that underpin the Sustainable Mining Plan.

## Mapping sustainability material matters to the Sustainable Mining Plan (SMP)

Critical foundations		Global Sustainability Pillars	
SMP elements	Material matters	SMP elements	Material matters
Critical foundations	<b>Zero Harm</b> – Occupational safety† – Occupational health† – Responsible mine closure	Page 25 Page 29 Page 32	 <b>Healthy Environment</b> – Tackling climate change† – Greenhouse gas emissions (GHGs)† – Energy† – Environmental management – Biodiversity – Water† – Mineral residue management† – Air quality and operational emissions – Circular economy and materials stewardship
	<b>Leadership and Culture</b> – Business conduct and ethics† – Talent attraction, retention and development – Future of work	Page 35 Page 37 Page 40	
	<b>Inclusion and Diversity</b> – Inclusion and diversity	Page 42	
	<b>Human Rights</b> – Human rights	Page 46	
	<b>Governance and policies<sup>†</sup></b> – Group standards and processes – Compliance with legal requirements	Page 50 Page 50	
Global Sustainability Pillars	 <b>Thriving Communities</b> – Social performance – Cultural heritage – Collaborative Regional Development – Development through partnerships	Page 74 Page 76 Page 77 Page 79	 <b>Trusted Corporate Leader</b> – Public policy engagement – Ethical value chains – Responsible and inclusive supply chain – Economic contribution
	– Public policy engagement – Ethical value chains – Responsible and inclusive supply chain – Economic contribution	Page 84 Page 86 Page 89 Page 91	

† Includes sustainability governance and combines our Critical Foundations on group standards and processes, and compliance with legal requirements.

Masala Mutangwa, former General Manager at our Kolomela iron ore mine in South Africa, at the Group's annual Safety Day in October 2022.

# Zero Harm

Protecting the safety and health of employees, contractors, local communities and other stakeholders is a fundamental responsibility for Anglo American and all mining companies. A safe and healthy workforce translates into an engaged, motivated and productive one that mitigates operational stoppages, and reduces potential legal liabilities. We recognise that the end of a mine's operational life is far from being the end of its social and environmental impact and we work to ensure we close mines in a way that leaves a positive, healthy and sustainable legacy.

STAND UP FOR

# Safety

At Anglo American, we believe everybody, everywhere should come home safe at the end of their working day. 'Always safe' is our vision and safety is our number one value.

In 2022, we continued to implement our safety vision by investing in systems, standards and people. We enabled this through digital innovation and advanced systems, informing and removing risk wherever possible as we seek to be an innovative safety leader.

## Group safety performance

It is with deep sadness that we report two work-related loss of life incidents at our managed operations in 2022, as well as the loss of a colleague who was injured in an incident in 2021. We also lost a colleague at a non-managed PGMs operation. These losses leave a lasting impact on many lives and remind us of the need to continue to press for the elimination of fatalities across our operations.

In March, Gavin Feltwell, an underground services contractor was fatally injured at our Steelmaking Coal business in Australia during a lifting operation underground.

In November 2021, Julian Sesinyi, an engineering assistant, sustained a serious spinal injury following a fall while working on the acid absorption tower at our PGMs' Anglo Converter Plant (ACP). Although his condition had improved while he was in hospital, sadly he succumbed to a complication in April 2022 and passed away. The incident has been restated and included in our 2021 fatality statistics.

In June, construction crew member, Phasoana Rheina Malatji, was fatally injured when she was struck by a runaway tyre in a decline incident at our non-managed Modikwa (PGMs) joint operation.

In September, a contractor heavy equipment technician\* was fatally injured at De Beers' Gahcho Kué mine in Canada while conducting maintenance work on a haul truck.

In 2022, our total recordable injury frequency rate (TRIFR) decreased by 2% to 2.19 (2021:2.24), reflecting the urgent safety reset and calls to action undertaken across the Group in the second half of the year, in response to the fatal incidents and the deterioration in overall safety performance in the first

half. We recorded 564 occupational injuries, an increase of 2% (2021: 554). We remain absolutely committed to working towards a step-change in the reduction of injuries.

Our lost-time injury frequency rate (LTIFR) also improved by 8% to 1.40 (2021: 1.52).

Safety is often the first topic discussed in meetings across the Group, from operations to our corporate offices. We continually focus on improving our safety performance by strengthening our culture and making specific safety interventions when we see deficiencies in our operations.

As part of our continuous practice of safety interventions, we continued to focus on CEO safety summits with senior leaders from across the business units; observing and continuously monitoring mandatory critical controls for common catastrophic and fatal risks; sharing of lessons learned and actions taken from incidents across the organisation; safety stand-downs (voluntary events to pause production and talk with employees and contractors about safety); employee-engagement sessions; and enhanced reporting and progress tracking of safety-improvement initiatives.

## Our approach to safety

### Our Safety, Health and Environment (SHE) Policy

Our overarching approach to safety is incorporated in our Safety, Health and Environmental management framework, covered in our SHE Policy and SHE Way.

A refreshed SHE Policy was published in 2022, which includes additional external SHE expectations and provides clarity on Group deliverables. (See more on page 52.)

Safety	2022	2021	2020	2019	2018
<b>Anglo American total</b>					
Work-related loss of life	2	2 <sup>(2)</sup>	2	4	5
Lost-time injuries (LTIs)	360	375 <sup>(2)</sup>	277	325	343
Medical treatment cases (MTCs)	202	177	165	199	212
First aid cases (FACs)	1,481	1,565	1,370	1,424	1,562
Total recordable cases (fatal injuries + LTIs + MTCs)	564	554	444	528	560
Total injuries (recordable cases + FACs)	2,045	2,119	1,814	1,952	2,122
Total hours worked (thousand)	257,144	246,758 <sup>(1)</sup>	207,021	239,351	210,500
Fatal injury frequency rate	0.008	0.008 <sup>(2)</sup>	0.010	0.017	0.024
Total recordable injury frequency rate	2.19	2.24	2.14	2.21	2.66
Lost-time injury frequency rate	1.40	1.52	1.34	1.36	1.63

See more on our sustainability data here: [www.angloamerican.com/sustainabilitydata](http://www.angloamerican.com/sustainabilitydata)

<sup>(1)</sup> Hours worked include Thermal Coal South Africa up to the date of divestment on 4 June 2021.

<sup>(2)</sup> Work-related loss of life, FIFR and LTIs were restated to reflect a 2021 incident, which resulted in a loss of life in April 2022.

## Managing risk

'Always Safe' is our vision for safety, and our programmes for managing risk are helping us move towards an injury and fatality free workplace. Each of the policy components and supporting programmes described below is part of an integrated management approach that allows us to progress on our safety journey.

Risk management is a central component of our strategic, operational and project management activities. It is the process through which we methodically assess and address the risks associated with business and operational activities.

As part of our Elimination of Fatalities drive, we adopted the Risk and Assurance Governance Framework, built on the Three Lines Model of the Chartered Institute of Internal Auditors.

We are committed to embedding this approach across the business. We are seeking to understand where we are most vulnerable, as well as improving risk understanding and management to prevent repeat incidents.

## Operational risk management

We continue to review and strengthen all operational risk management (ORM) components to ensure they remain effective and provide relevant information for reporting and interventions.

Digital critical control monitoring (DCCM) is an area where we have renewed our focus to enhance the access to 'live'

information, reducing the reliance upon manual verification, which in turn facilitates timely interventions to mitigate emerging risk factors. We have developed and are executing an implementation plan for DCCM across our global footprint. (See more on ORM on page 51.)

## Technical and sustainable development standards

Our standards ensure a common and consistent approach is taken to address inherent risks throughout our global operations. They ensure that everyone knows what is expected of them, allowing us to consistently manage safety and operational risk across Anglo American. Our Standards Hub provides colleagues with a single source to access the most up-to-date information on our standards.

## Process Safety

In October 2022, we introduced our Process Safety Management Standard, a disciplined framework to manage the integrity of potentially hazardous operating systems and processes by applying safe design principles, engineering, operating and maintenance practices.

Our Process Safety Management Standard and Specification is aligned with international best practice and integrated with existing processes. It draws on lessons learned through previous incidents at Anglo American and other industry peers, which have shown that the application of a systematic process safety framework will strengthen the understanding, management and learning of process safety risks.

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

## Activities in 2022

### Emergency management site reviews

In the event of an incident occurring at one of our operations, it is imperative that we respond to the emergency effectively to protect personnel, assets, and other stakeholders, and to minimise any consequential damage. This is enshrined in the Group's policies through our Emergency Management Standard and Specifications.

Our planned emergency management site-level self-assessments were completed by the end of February 2022 to establish progress towards the implementation of the standard and specifications, and to provide guidance to resolve any outstanding issues. By the third quarter of the year, all actions from the self-assessments were closed, indicating full adoption of the standard was achieved.

### Engaging on best practices

As a leading global mining business, we feel a keen responsibility to engage with – and, where appropriate, to help lead – industry associations that develop and implement best practices for our sector. Many of these groups also provide robust third-party assurance processes that convey to our stakeholders, including employees, regulators and customers, that we observe the highest safety standards at our sites.

As a founding member of the International Council on Mining and Metals (ICMM), we are committed to upholding the principle of continual improvement of our health and safety performance and assurance process.

During the year, we also worked with the Minerals Council South Africa; the global union confederation IndustriALL; the International Mine Safety Hub; and other groups to develop industry-leading standards and practices.

### Building a learning organisation

We are committed to preventing repeated incidents and eliminating underlying risk whenever possible. Through our global learning and incident investigation processes, we continued to build capacity around our Group-led investigations across the key areas of safety, health, environment and social performance to ensure an integrative approach.

### Safety training

Our goal is to develop and foster industry leading, highly competent and proficient safety leaders and professionals across all levels of work. Integral to this process is building capability by training and supporting line managers and supervisors to manage potentially fatal and catastrophic risks.

Our Safety Academy, launched in November 2022, is led by Group Safety in partnership with our Technical Academy. This multi-channel resource is a first for Anglo American. It provides a full service platform for best in class learning resources and support, expertly curated to develop safety professionals of today and for the future – people who can drive safety

operational excellence through insight, influence and impact across our global operations. The three core offerings of the Safety Academy include:

- Safety Academy Knowledge Centre, which enables easy access to an innovative range of training courses and supporting materials to help learners build safety technical skills
- Safety Faculty, which is made up of hand-picked experts who provide coaching, mentoring and advice in real time
- SafetyNet, which is a global community for safety professionals to connect with internal peers as well as industry experts and networks.

In conjunction with our Technical Academy, we also continue to develop engaging and interactive safety training to reach front-line colleagues. This training content is accessible via our employee app, Engage, as well as interactive posters and Toolbox Talks that are facilitated by supervisors.

### Contractor safety

At Anglo American, we believe that everyone who works with us or for us should return home safely, every day, including the contractors who work as part of our teams.

To deliver safe, responsible production, we know that we need to be better at how we work with our contractors and how we support their safety on our sites, ensuring they feel valued and respected as a critical contributor to everyone's safety.

As part of our broader Elimination of Fatalities programme, we are working in collaboration with our Supply Chain function to build an integrated Contractor Performance Management framework. This framework will support the implementation of a best practice approach to the engagement and management of contractor performance across our business, including, environment, health and social performance functions.

More specifically, from a safety perspective, in order to improve our safety partnership with contractors:

- We are creating an environment where everyone in our team is treated equally in relation to our Values, and held to the same safety standards and expectations, regardless of employment status
- We are developing a consistent global approach to contractor safety management which will make it easier for site teams and contractors to work safely
- We are building a connected contractor safety management discipline, which will bring together the right people internally and externally and improve collaboration and sharing, as well as drive ongoing performance improvement.

We also held several Contractor Safety Engagement Summits between senior Anglo American leaders and key suppliers around the world. In 2022, summits were held in Australia, Peru

and Brazil and we plan to host additional events in South Africa and Chile in early 2023.

### Creating a safe place to work

Continuing the improvement in our safety performance is dependent on our people and how they are enabled to work safely. It also requires a holistic approach to understanding safety challenges both in the workplace and outside it, including topics such as psychological safety and the impact of domestic and gender-based violence. (See more on our Group *Recognising and Responding to Domestic Violence Policy* on pages 42–43.)

Our initiatives in this area are highlighted below.

### Safety 365

To live our Values 24 hours a day, 365 days a year, we enshrine them at the heart of both our safety leadership and our annual employee safety engagement programme: Safety 365.

In 2022, the Safety 365 journey focused on the theme 'We are proud to stand up for safety'. Our programme encourages all employees to have the conviction to do the right, safe thing; to take pride in following our processes and procedures; and to continually find ways to improve and hold ourselves and our colleagues to account. Standing up for safety means doing whatever it takes to keep each other safe – physically and psychologically – because nothing is more important than our safety.

A highlight of the Safety 365 programme is our Global Safety Day, an annual event where colleagues across Anglo American stop work and gather physically and virtually to reflect, celebrate and remind ourselves of the importance of safety. In 2022, we celebrated our 11th Global Safety Day on 4 October.

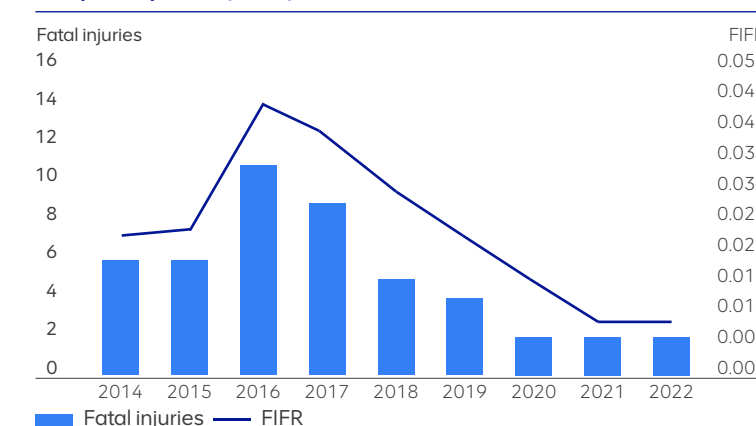
### Transforming safety practices

Safety Leadership Practices Live (SLP Live) is our behaviour-based approach to achieving the cultural transformation needed for fatality and injury-free production. In 2021, we launched the implementation of SLP Live, starting with our Steelmaking Coal business in Australia. We plan to deploy it across our PGMs business, Kumba Iron Ore and Woodsmith in 2023.

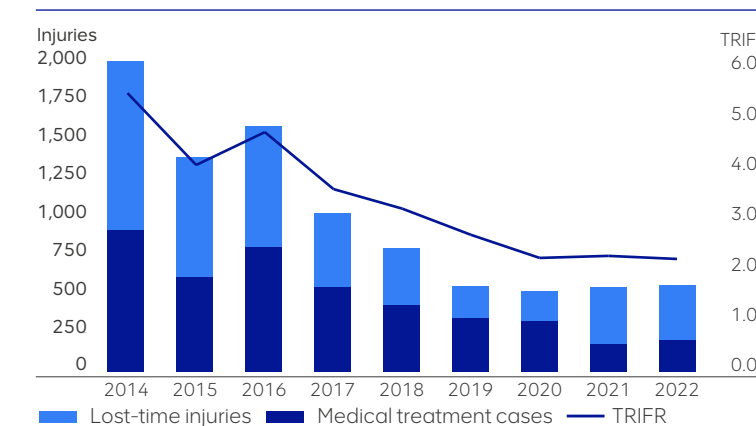
The Accountability Framework, which complements the SLP Live, seeks to promote a psychologically and physically safe workplace where everyone is accountable for their own safety and, where applicable, the safety of their teams.

The focus for 2022 has been on driving sustainability through ensuring the framework is effectively embedded into human resources processes and ensuring roles and responsibilities are clearly defined. As we move forward, the framework will be applied to all forms of behaviour, not just safety behaviour.

Total number of fatal injuries and fatal injury frequency rate (FIFR) 2014–2022



Lost-time injuries, medical treatment cases and total recordable injury frequency rate (TRIFR) 2014–2022





Seam gas fitter/technician Matthew Thomas checks seam gas readings at our Steelmaking Coal's Grosvenor mine in Queensland, Australia.

The Accountability Framework categories of practice or behaviour are now fully integrated in the learning and investigation process and are also contained in the SLP Live programme.

#### Improved safety reporting

We know that more data and understanding how it is used in critical controls is required to help inform us of potential safety issues. In practice, this means an added focus on increasing reporting on safety leading indicators. This was a major focus in 2022.

Improved data reporting and analysis permits earlier reporting of potential hazards and gives us greater opportunity for dealing with hazards before incidents occur. More data also allows us to continue to refine our critical controls. The end result is proactive management of safety on site through data-driven decision making, reducing the occurrence of repeat incidents and strengthening our safety management systems.

#### Driving safety innovation

Along with enabling our people, we have invested in technology and equipment to keep them out of harm's way.

Technology – such as video analytics, collision avoidance systems and advanced driver assistance systems – plays a critical role in advancing safety.

In 2022, we established the Smart Safety Steering Committee aimed at finding and implementing technology that transforms safety in mining by physically reducing risk and removing people from harm's way.

We incorporated our existing Technology for Safety programme under this structure and retained the bi-monthly accelerator forums to facilitate pilot projects and to support scaling-up technology interventions across Anglo American.

We launched three projects through Smart Safety to address potential catastrophic and high risk areas:

- Our Cab Human Factors project aims to prevent high potential incidents and repeat events across Anglo American, involving mobile mining equipment. As part of this initiative, we conducted a review of heavy mobile equipment

and light vehicles to determine the potential for driver distraction and over-stimulation due to alerts from within the cabs of our mobile equipment. This resulted in practical recommendations for standardised haul truck cab layouts, alarm mapping and rationalisation, and novel critical alarms, as well as the need to improve radio communications protocol and discipline.

- To improve the effectiveness of critical controls, we are trialling automated descent control technology for mobile mining equipment at Kumba Iron Ore. It provides an unassisted engineered control to avoid a runaway vehicle on a decline. It also assists in facilitating a controlled and safe drive on steep declines, including unsurfaced and slippery surfaces.
- To strengthen seawall integrity and prevent catastrophic seawall breach, we deployed a pilot wave and digital video measurement technology at De Beers' Namibian land-based operations (Namdeb). The early results are helping us to update the seawall risk management strategy and associated accretion prediction models that are key to the success and safe progression of Namdeb's beach accretion mining.

#### Next steps

In 2023, we will focus on implementing our strategy to deliver our vision of 'Always Safe' as we look to overcome challenges, and strive to create a workplace where it is impossible for anyone to get hurt through the way we work.

We will do this by further improving our human-centric systems, focused on end-user needs, making it easier for our people to be safe. We will drive the improvement of our controls by the timely deployment of enabling technologies and digitising how we work to get real-time data to key decision makers, allowing them to make informed operational safety decisions.

Finally, we are committed to developing our workforce, establishing a confident and highly competent cadre with the skills and safety leadership to ensure everyone goes home safely, every day.

Further development of our Process Safety Management Standard second-line assurance and operational risk management processes will also be a focus in 2023. At the same time, smart technology solutions will continue to play a critical supporting role to human factors.

We will also continue our work on transforming data analytics through improved data management and digitalisation to inform better, safer and more proactive decisions. With safety being the absolute focus of our senior leadership, we want to provide all our people with the tools and confidence to be the safety leaders of their own team and site.

# Advancing safety through technology

Central to Anglo American's Purpose of re-imagining mining to improve people's lives is a constant focus on keeping our people safe and well. This is always front of mind as we embed FutureSmart Mining™ – our innovation-led approach to sustainable mining where technology, digitalisation and sustainability work together to change the nature of mining.

## Improving safety and quality of life for our workers and their families

At our Los Bronces mine in Chile, our Integrated Remote Operation Centre (IROC) harnesses the power of artificial intelligence (AI), augmented reality and remote-operation technology. It enables operators to work safely on the 48th floor of the Titanium Tower in Santiago to run a mine in real time that is 67 kilometres away at an altitude of more than 3,500 metres.



"The IROC is part of our FutureSmart Mining™ approach, which seeks new ways of mining, through technology, digitalisation and sustainability working hand in hand. We continue to live our Purpose of re-imagining mining to improve people's lives: in this case, our workers and their families, who see a substantial improvement in their safety at work and quality of life."

**Patricio Hidalgo**  
Chief Executive Officer, Anglo American in Chile

The IROC has around 100 staff who perform their duties in a shift system. More than 80% of them are operators who previously had to travel to the Los Bronces site in the mountains regularly for work. Now, they can operate the mine remotely from an office building in the city's Las Condes business district.

This arrangement will reduce the need to travel, as well as energy use and CO<sub>2</sub> emissions. This convenience is complemented by our support for remote work, which accommodates the need for flexibility for employees whose job duties can be performed away from the jobsite via a secure connection.

## Technology, digitalisation and sustainability working hand in hand

The IROC facility serves as the brain of the copper mining operation through the integration of all digitalisation and remote-control technology projects. The space incorporates AI and work routines that integrate a digital model of the mine, with which compliance of the mine plan can be monitored.

30  
workstations

150  
digital screens

>700  
cameras

The IROC's staff use a digital model of the mine and more than 700 remote cameras to safely monitor and control a wide range of processes and facilities, including geomechanics, drilling, loading and transportation, mine services, crushing, grinding, flotation, the pulp transportation system and cathode plant. They also manage operational support through monitoring the conditions of mine and plant equipment, the logistics of supplies and products, mine planning equipment and metallurgy, and optimisation of the production chain.



Anglo American has taken another step towards mining in the future with its new Integrated Remote Operation Centre (IROC), which will allow Los Bronces mine to be controlled in real time, and in an integrated way, from a control centre in Santiago, 67 km away from the mine.

The digital brain of IROC's operation has 32 working stations that receive information from Los Bronces, where the cameras capture the different processes required to extract and process the copper-bearing ore. These images and the information obtained are sent through secure fibre-optic connections to the IROC, where they are distributed via 150 high technology screens, a video wall with 50 servers, and a range of computer systems that analyse the data and processes.

## Promoting safety and inclusivity through autonomous haulage

In May 2022, Anglo American launched its first two autonomous trucks at Los Bronces, which are operated remotely at an operation centre on site. By year end, Los Bronces had expanded its fleet to 22 autonomous trucks, with a further 40 planned to be operating by 2024. This initiative seeks to use cutting-edge technology as an enabler to promote a safer, more inclusive environment with a better quality of life for people, generating new opportunities for specialisation through training and education. At the same time, it allows more efficient use of resources, by having a more integrated vision of the operation based on our FutureSmart Mining™ approach. Los Bronces is currently the only operation in the world that simultaneously employs a mix of autonomous trucks and trucks controlled by operators in the cabin.

## Expanding technology across the Group

We are expanding our use of technology across the Group to make our mines safer for our workforce, including at our newly commissioned Quellaveco copper mine, located in Peru. Quellaveco is fully digitalised and is either automated, or automation-ready, with all data integrated and accessible in real time. This is transforming the way we mine, allowing us to extract, transport and process ore while keeping operators safely out of harm's way.

Operationally, Autonomous Drilling Systems (ADS) are already widely used as the mine ramps up. Quellaveco has six remote-controlled blasthole drilling machines, each of which can drill a 16-metre hole in 12–15 minutes – substantially quicker than conventional drills. ADS also enables operators to control drill rigs remotely, as well as allowing drilling to take place in areas which, before the introduction of drone technology, would have been unfeasible or hazardous.

Transporting ore from the open pit to the processing plant mine is a fleet of 28 driverless heavy-haul trucks, the only such fleet in Peru. The automated vehicles are setting records for safety performance, fuel saving and reliability. They are complemented by three electric shovels, plus a conventional hydraulic shovel, that load the trucks safely and efficiently.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

# Health

Our concern for employee health extends throughout and beyond the workplace. While we continued our comprehensive response to the global pandemic in 2022, we also built on the important lessons learned around enhancing resilience to future health threats.

A crucial aspect of our work in 2022 has, therefore, been a focus on strengthening individual health, including the physical and mental well-being, and quality of life of every employee, their families and host communities.

## Our approach to health

Our overarching approach to health is incorporated in our Safety, Health and Environmental management framework, covered in our SHE Policy and SHE Way. Our commitments and expectations for our sites in terms of community health are included in the Social Way 3.0. (See more on page 52.)

In 2022, we commenced the implementation of our Health and Well-being strategy in line with World Health Organization (WHO) principles, covering employee health.

We understand there is a continuum between the workplace and home and host community. We are committed to dedicating the resources required to apply evidence-based interventions, including emerging digital solutions, aimed at reducing risks associated with occupational diseases, as well as with unhealthy lifestyles, including smoking and poor diet.

Our many years of work with employees and host communities on HIV/AIDS and TB, and over nearly three years on Covid-19, have positioned us to extend our learnings from managing communicable diseases to non-communicable diseases, a major focus in 2022.

The launch of our digital health strategy is driven by the concept of virtual care and our ability to use mobile data devices and a growing range of applications to help individuals harness their own health information.

## Our Health and Well-being strategy

Our Health and Well-being strategy, supported by our WeCare global lives and livelihoods support programme, requires us to work together in new ways and across functions to deliver

seamless support to all of our people in order to achieve our well-being goals.

While we focus on the individual, we understand that ensuring well-being, with health being the greatest contributor, relies on building strong social and community bonds inside and outside of the workplace.

The strategy is built to be holistic, providing a 360° ecosystem of initiatives already launched or under development, and encompassing the four connected dimensions of well-being: healthy body, thriving mind, meaningful connections and financial confidence.

The strategy is designed to be relevant, meeting the real needs of employees as they evolve. It is also accessible, providing timely services when needed, whether that is in the workplace, the community or virtually. We are also committed to ensuring consistent quality is delivered globally and in a flexible manner that meets the diverse requirements of our people.

## Our Global Mental Wellness Framework

Our Global Mental Wellness Framework is a key part of our Health and Well-being strategy and outlines our approach to supporting the mental health of our colleagues.

Under the framework, we have focused on making immediate mental health support available to our people when they need it. We have trained 590 employee mental health first aiders globally. We also offer counselling, available through employee assistance programmes, while using apps and other platforms to provide additional options for relaxation and mindfulness that aid mental wellness. (See more on page 42.)

## Workplace Health Standard

Our Workplace Health Standard defines the minimum requirements to effectively manage workplace health and wellness. All of our operations are in the process of closing out identified gaps and are expected to be in full compliance with the standard.

## Activities in 2022

### Our ongoing response to Covid-19

We continued to work to prevent the spread of Covid-19 among our employees and in host communities, primarily through testing and providing access to vaccines and boosters as part of WeCare. This approach provides three phases of support — Prevention, Response and Recovery — relating to physical health, mental health, living with dignity and community response interventions.

Alongside the continued deployment of testing, we also focused on vaccine access. Where appropriate to do so, depending on applicable government policies, we worked in close partnership with national and local governments to help deliver vaccinations to our employees, contractors and host communities. In South Africa, we contributed to the national vaccine roll-out.

In 2022, we also mobilised resources to manage 'long Covid', where people continue to feel symptoms of the disease for weeks or even months after its typical course. We have deployed remote support to employees reporting such symptoms, such as Cognitiva in Chile, that allows them to get help within their own communities through our Regional Health Operation Centres.

In the third year of the global pandemic, managing Covid-19 has become an integral part of our overall approach to health. We are able to build on the lessons learned from the pandemic and make our business and host communities more resilient to both pandemic risks and other health challenges.

## Reducing new cases of occupational disease

In 2022, there were 5 reported new cases of occupational disease, all related to noise exposure (2021:16). Reducing exposure to noise, which remains our single greatest occupational health risk, is a significant challenge. While all our employees are issued with and trained in the use of PPE, there are still as many as 23,000 employees in the workplace where noise levels can exceed applicable exposure levels, rendering the proper use of PPE necessary as a mitigation mechanism. The identification and monitoring of critical noise controls allow us to analyse the effectiveness of our controls and develop additional measures. The comprehensive roll-out of diesel particulate filters across our PGMs business contributed to the reduction in employees exposed to inhalable hazards.

## Non-communicable diseases

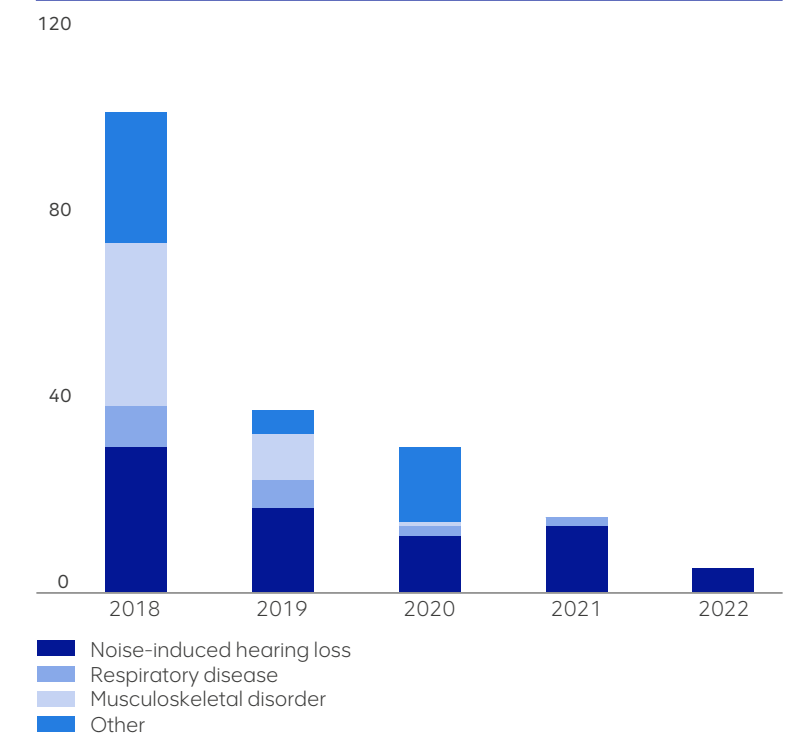
Pandemics clearly illustrate that the state of health of employees and their families impacts both workplace performance and their quality of life and livelihoods.

In 2022, we launched our non-communicable disease programme, with the goal of assessing 62.5% of the global workforce for risk factors, including smoking, heart health and obesity. Now, in addition to HIV and TB, we have the mandate to investigate and report on coronary health factors.

Heart disease is an example of a non-communicable disease with enormous impacts on our people and host communities. It is the leading cause of premature death and shortened life expectancy in most of our operating countries. But it is also preventable and treatable when diagnosed properly and in a timely manner. Hence, in 2022, we made healthy hearts a focus of our well-being programme, including offering all employees annual health checks and a heart health score to help them make informed decisions about their health and lifestyles.

The heart health programme is part of our non-communicable disease programme, where we aim to have 62.5% of our employees knowing their heart health score. We have delivered on this target, with 87% of our employees knowing their heart health score by the end of 2022. This sets a positive stage for continued work in 2023. (See more on the case study on page 31.)

New cases of occupational disease 2018–2022



## HIV/AIDS indicators for high-impact countries<sup>(1)</sup>

	2022	2021	2020	2019	2018
Employee voluntary testing and counselling cases (number of employees who know their status)	27,334	27,181	31,744	34,048	30,814
Contractor voluntary testing and counselling cases (number of contractors who know their status)	32,713	41,951	37,184	43,107	40,670
Employees who know their status (%)	90	88	89	94	88
Number of known HIV+ employees on anti-retroviral therapy (ART)	4,367	4,618	5,637	5,691	5,118
Known HIV+ employees on ART (%)	89	93	93	92	86
New HIV cases (employees)	157	128	233	400	540
AIDS deaths (employees)	1	0	0	0	3

See more on our sustainability data here: [www.angloamerican.com/sustainabilitydata](http://www.angloamerican.com/sustainabilitydata)

### Fighting HIV/AIDS

As a corporate leader in the fight against HIV/AIDS for more than 30 years, we are committed to the Joint United Nations Programme on HIV/AIDS (UNAIDS) aimed at accelerating the fight against HIV and ending the AIDS epidemic by 2030. One of the top-line pathways towards meeting this goal includes the 95-95-95 treatment target: 95% of people living with HIV knowing their HIV status; 95% of people who know their status on treatment; and 95% of people on treatment with suppressed viral loads.

Our HIV Workplace programme in South Africa covers the three interlinked areas below and is informed by the updated UNAIDS 2025 targets.

- The enabling environment: addressing social and structural barriers to HIV prevention, testing and treatment
- Treatment targets and service access: achieving the 95-95-95 treatment targets and improving access to reproductive health services
- Service integration: expanding the service offering for people living with HIV to ensure access to mental health support, preventing and addressing gender-based violence, and management of communicable and non-communicable diseases.

We have seen infection numbers continue to rise in many of the countries where we operate and we recognise that the collective effort of also addressing social issues can help to decrease this trend.

Under our community health and well-being programme, there are multiple initiatives designed to increase access to treatment and testing that are being implemented across geographies. These initiatives are guided by the SDG framework, prioritising the SDG 3 goals which are relevant to each host community. (See more on *Community health and well-being* on page 78.)

— For a full list of SDG 3 goals  
Visit <http://bit.ly/3xdiS4J>

In South Africa, we support the delivery of the Coach Mpilo programme. This is a network of coaches providing men with peer-to-peer support to access treatment if they are living with HIV, while overcoming stigmas and stereotypes about HIV status. Men are also supported and encouraged to test for HIV and take steps to improve their holistic health and well-being.

In Zimbabwe, we are working with the Zvandiri and the Ministry of Health and Child Care and the National AIDS Commission supporting children and adolescents living with HIV to improve health outcomes through peers, family support and, health systems strengthening. Adolescents also receive support to test for HIV and access pre-exposure prophylaxis (PrEP) if HIV negative. Young mothers receive an enhanced package of support to ensure positive outcomes for themselves and their children.

In 2022, Anglo American and the Anglo American Foundation pledged \$15 million to the Global Fund for AIDS, TB and Malaria as the anchor partner for the Digital Health Impact Accelerator Catalytic Fund. This fund will support countries across Africa to develop and implement digital health strategies, including electronic records, to improve community health provision and ensure that the right people can be reached with the right services at the right time. Other contributors for this initiative include Zenysis and Novartis Foundation.

In 2022, 90% of our employees in southern Africa knew their status (2021: 88%). We recorded 157 new cases of HIV and 1 HIV/AIDS-related deaths. This translates into an incidence rate of 0.69%. Notwithstanding the limitations posed by the pandemic, 89% of our employees living with HIV were on anti-retroviral therapy at the end of 2022.

### Fighting tuberculosis (TB)

In 2022, the TB incidence rate was 154 per 100,000 compared with 152 per 100,000 in 2021.

Following the roll-out of vaccinations, we believe that people felt more protected and that controls such as mask-wearing

### Employee TB data

	2022	2021	2020	2019	2018
New cases of tuberculosis (TB) (employees)	51	48	50	84	93
TB incidence rate per 100,000 (employees)	154	152	138	230	242
TB deaths (employees)	0	0	1	3	5

and social distancing became less adhered to with time. The slight increase in TB incidence could partly be associated to these developments.

### Next steps

In 2023, we will continue to build on the lessons learned from the pandemic to develop a more resilient workplace designed to protect everyone. We will also continue the roll-out of our non-communicable diseases assessments, targets and programmes. We want to reach the stage where employees can monitor and take full ownership for proactively looking after their health, within a healthy workplace, and are supported by a range of targeted health interventions and programmes.

We will also give ongoing support to host communities. In 2023, in Brazil, we plan to launch a programme prioritising adolescent sexual and reproductive health. The aim is to empower young people to make sexual health decisions that can prevent unwanted pregnancies, the spread of HIV and other diseases.

# Focusing on heart health



Coal technician John Taylor is one of several Steelmaking Coal colleagues who have benefited from Heart of Australia.

**Over the next few years, Anglo American is embarking on an ambitious new phase of its Group-wide well-being programme that aims to help employees to lead longer, healthier, and more fulfilling lives. Central to this is a shift in focus to a more preventative approach to health and wellness.**

At Anglo American, we take our responsibility to look after the health of our people seriously. From providing a safe and healthy workplace to managing the risk of occupational disease and injury, we strive to ensure that employees have access to the medical care they need. We also provide programmes that support them to lead longer, safer, more fulfilling, and healthier lives. Our people, in turn, have a responsibility to take care of their well-being and make the most of the support that the Group offers.

During the last decade, we have made great strides forward in terms of our health and safety performance, while ever conscious of continuing challenges. Fewer colleagues are getting injured or losing their lives. There is less exposure to health hazards in the workplace. And screening, testing and treatment for HIV/AIDS and TB have significantly improved.

We are now turning our attention to another pressing health concern: reducing the burden caused by heart disease. It is the main cause of premature death and shortened life expectancy in many of our operating countries.

Heart disease, while preventable and manageable when diagnosed, when left undiagnosed and/or unattended, it can cause serious – and even fatal – acute health events like heart attacks and strokes.

## Our objective for 2022

As part of raising awareness about heart health, we aimed to enhance the clinical feedback provided to employees by providing them with a heart health score and report and lifestyle wellness self-assessment form. The key steps in this process involved conducting a physical health check, providing individual feedback and awareness, and then offering health education. To track our progress, we set an internal KPI of 62.5% of our employees having received their heart health score and report and lifestyle self-assessment by the end of 2022. We exceeded that target, achieving 87% by the year end.

# 16%

Of all deaths are caused by heart disease\*

# 9 million

Deaths from heart disease in 2019\*

\* Source: WHO (2020) The top ten causes of death

The heart health score and report that form part of our employee health check are based on the latest cardiovascular disease risk charts from the World Health Organization (WHO), which were revised in 2019. Data on gender, age, blood pressure, body mass index and tobacco use that is collected during our current workplace health checks is used to create the score and report. The resulting score predicts whether you are at low, moderate or severe risk of a heart attack or stroke over the next 10 years and is provided as a one-page summary report, with recommended actions where needed. This helps to ensure that identified risk factors can be managed through counselling, behaviour change and/or treatment where necessary.

Each risk level has a set of recommendations, ranging from maintaining healthy lifestyle choices for people at very low risk to having a formal discussion with a healthcare provider and working out an intervention and treatment plan for those at severe risk. A simple lifestyle self-assessment tool and information booklet was also provided to help employees

assess opportunities for improvement across key lifestyle factors – such as physical activity, diet, alcohol and tobacco use. A supporting healthy lifestyle education campaign also helps reinforce the importance of heart health and encourages employees to identify and commit to specific health improvement actions.

As our health and well-being impact our Safety – one of Anglo American's core Values – it is important that we do what we can to help colleagues to live long, safe, fulfilled and healthy lives. The healthier our employees are, the safer our workplaces will be.

## Adopting a preventative approach

By providing our colleagues with regular workplace health checks, raising awareness of the risk of experiencing heart disease and advising on the behaviour changes needed to reduce the risk where necessary, we believe we are taking a significant step forward in health improvement across our business.

## What's next

By 2030, we want to reach the stage where employees can monitor and take full ownership for proactively looking after their health, supported by a range of targeted health interventions and programmes. Our first step in this direction was giving employees a heart health score and report combined with a lifestyle wellness self-assessment during 2022. This will be followed in 2023 with a series of interventions focused on where greatest health benefit can be achieved, such as new evidence-based solutions around stopping smoking, maintaining a healthy weight and improving sleep routines.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

# Responsible mine closure

The social and environmental impacts of a mine extend far beyond the end of its operational life. To mitigate these impacts, we aim to create self-sustaining post-production ecosystems by embedding regenerative solutions into execution planning for our assets. Aligned with our Sustainable Mining Plan, Anglo American strives to leave a positive, healthy and enduring legacy beyond the closure of our mine sites.

## Our approach to responsible mine closure

### A 'cradle-to-cradle' approach

Acknowledging that our responsibility does not end when a mine closes, we start to plan in the exploration phase to ensure that a sustainable post-mining land use and positive legacy will be achieved.

This 'cradle-to-cradle' approach to mine closure, transition and divestment is governed by our mandatory Group Technical Standard (GTS) for Mine Closure. Our approach to more regenerative practices embraces principles of circularity, community engagement and empowerment, economic diversification, water management and regional development.

For example, through responsible mine closure we seek to explore what can be re-used in the post-production period to diversify the local economy and maximise the socio-economic benefit for host communities. This includes engaging key stakeholders to find new ways to repurpose material that would otherwise become waste, while creating alternative livelihood opportunities.

Responsible mine closure involves embracing systems thinking, water and materials stewardship, circularity and nature-based solutions that work over a much longer time horizon than traditional mine closure approaches, to create a sustainable post-mining land use that will deliver diverse and tangible societal value.

## Our Mine Closure Toolbox

Our Mine Closure Toolbox (MCT v3) is a structured, risk-based framework for planning and managing any closures. It supports our operations to comply with the requirements of the GTS for Mine Closure. It also covers social transition by embracing our Social Way, focusing on economic diversification and establishing sustainable post-mining land uses while we are operating.

### Leaving a sustainable environment

Our goal of leaving a positive and sustainable post-mining environment for host communities is further empowered by the social and economic development opportunities we identify and deliver through our Collaborative Regional Development plans. We have also committed to carbon neutral mine closure, in line with Anglo American's climate change commitments. (See more on pages 55–58.)

## Activities in 2022

### Sustainable post-mining land use

In 2022, our efforts focused on changing our mindset on the way we view the end of a mine's operational life.

To achieve this change, we developed a work plan that builds towards a goal of having digital mine closure plans in place at our managed operations. They will incorporate mitigation and implementation plans, and will be fully integrated into the Life of Asset Planning (LOAP) and have in place well-defined regenerative post-mining land use (PMLU) plans, including through the use of nature-based solutions. (See more on pages 59–60.)

## GTS for mine closure standard

In 2022, all our operations maintained compliance with the current GTS for Mine Closure.

During the year, we also completed our full review of the GTS for Mine Closure. The standard was reviewed against alignment to our Sustainable Mining Plan goals and against our commitments as an ICMM member. The internal review highlighted the fundamental alignments with our commitments as an ICMM member, requiring only minor future changes to our current GTS for mine closure. (See more on GISTM on page 66.)

## Ensuring operational excellence

We commenced with various initiatives that will deliver a more regenerative approach to mine closure.

### Operational planning pilot

The pilot study and development work focus on linking our responsible mine closure model to key operational metrics at the pilot sites, such as operational cash flow, capital expenditure, balance sheet provision, premature closure costing and decision impact analysis, among others.

### Improved decision making through our data management system

The development of a responsible mine closure module in our internal data collection platform will enable integrated and data-driven decision making. We are also building an analytical tool that pulls data from all current digitalised closure plans on various platforms to report at the operational, business unit and Group levels, while looking at trends to help predict future outcomes.

### Regenerative post-mining land use pilot

We have also started a pilot project to develop and test a collaborative approach for identifying regenerative PMLU solutions.

### Exploring social transition opportunities

To help ensure that responsible mine closure provides suitable socio-economic opportunities for host communities and that divestments are completed responsibly, we integrated the Social Way 3.0 into our processes to help reduce social dependency ahead of mine closure. We also worked to ensure

local procurement spending and social initiatives continue to provide communities with economic opportunities during the mine closure process.

We are using new technology to prepare our sites to best serve host communities after closure. For example, we are currently investigating the use of floating green algae systems that will reduce the salinity of open pit water. By doing so, we not only improve water quality, but also enable beneficial use of the pit water for host communities.

## Next steps

In 2023, we will continue to focus on transitioning from a closure mindset to one focused on longer term regenerative solutions, including working to complete the responsible mine closure module in our data management system, completing our operational excellence pilot related to integrated planning, and developing and piloting a new regenerative PMLU solutions process. We will then work to identify and enable partnership and co-funding opportunities for potential future project implementation.

# A regional partnership for responsible mine closure

In the harsh climate of Northern Ontario, Canada, the reclamation team at the Victor diamond mine started collecting seeds and propagating seedlings during the short summer season, years before the end of operations, with the help of First Nation youth. Consistent with our commitment to creating a biodiverse and self-sustaining ecosystem, this progressive reclamation project has helped to ensure that the site was well on its way to rehabilitation before operations closed.

## A collaborative effort

The Victor mine is located in Northern Ontario, Canada, 90 kilometres west of the First Nation community of Attawapiskat. Closure planning for the site began long before it opened and rehabilitation work started several years before operations there ended, which helped to achieve a milestone

of 1 million trees being planted by the time operations ended in 2019. This collaborative effort has drawn on our own considerable experience, as well as that of our First Nation partnerships.

The mine closure plan called for all site infrastructure to be disassembled, including buildings, stream culverts and pipelines. The demolition work began in mid-2019 and is expected to be completed during 2023. Demolition crews removed all facilities on site and meticulously sorted and organised all potentially recyclable material and hazardous waste.

Consistent with the closure plan, and motivated by the Attawapiskat's desire to minimise landfills on site, recyclable materials are being removed via ice road trucks during winter. De Beers provided the recyclable materials for a nominal sum to a community development corporation that

partnered with an Ontario demolition company. The two will split the proceeds from their sale. All hazardous waste will be removed from the site for disposal elsewhere in the province in approved facilities.

Given the relatively flat surrounding topography, it was important to ensure that processed kimberlite and mine rock piles were designed to be low-lying and gently sloped – a key wish of the local Indigenous communities. The rock piles underwent grading and land forming, followed by sequential placement of overburden, then muskeg material (a type of peat that is native to the ecosystem) that was stockpiled prior to the mining phase was added. The planting of additional vegetation creates stable landforms that allow for passive drainage to local creeks and rivers.

## A living legacy of the Attawapiskat First Nation youth

The progressive rehabilitation began in 2014, five years before going into final closure, when the first tree and plant seeds were harvested by youth from the nearby First Nation community of Attawapiskat. Their seed collection programme was instrumental in creating the massive local seed bank that was propagated in state-of-the-art on site facilities.

Local seed collection poses a lower ecological risk and enhances the long term survival of plantings, and the First Nation youth possess local knowledge to find and collect a diverse seed bank. By collecting and propagating local plants, the First Nation youth have ensured that the rehabilitation process replaces the local provenance biodiversity that was present prior to the mining operations.

“The efforts of the Attawapiskat First Nation youth have helped to overcome the lack of a local native seed supply in Northern Ontario, creating a living legacy of biodiversity.”

Overall, the rehabilitation of the Victor mine site will involve the planting of an estimated 1.5 million plants, including 8,000 live stems grown on site, 110,000 live stakes (branches taken from dormant trees that can be replanted and grown again), 300,000 seedlings propagated at the mine's specialised facilities, 1.1 million seedlings propagated off site at local plant nurseries, and an additional 8 tonnes of seeds spread for local grass cover.

# c.1.5 million

Trees, shrubs and live stakes will be planted to rehabilitate Victor mine

## Using technology to limit disturbance

Part of the final step in the rehabilitation process is to seed grass over the newly created stable landforms.

In 2022, a drone that was specially designed for agricultural-type work was used to seed a large area of the mine. The drone was selected to seed the area because of its increased speed and versatility, as well as to reduce the disturbance of locations that are sensitive or difficult to access using wheeled equipment. It spread a selected mixture of native grass seed that includes several species common to the local landscape.

The drone flies two metres above the ground for the seeding process, carrying up to six kilogrammes of seed at a time and covering up to six hectares an hour.

## What's next

Ultimately, the entire mine site will become rehabilitated habitat for regional flora and fauna. The only visible trace of the mining operations will be the pit lake, where the water level will rise to within three metres of the ground surface. Specially engineered fish habitat ponds will also create new and improved all-season habitats.

By the end of 2022, 82% of the total closure rehabilitation work had been completed. The plan is to finish the active phase of rehabilitation before the end of 2023. Long term monitoring of the site is planned to continue until at least 2039.

# 82%

Of total closure rehabilitation work completed by the end of 2022

Long after the site has been vacated, specialist teams will continue to visit regularly to monitor environmental systems and water quality. This work will be supported through the use of remote monitoring systems to measure geotechnical stability and plant growth around the site. These efforts ensure that assets continue to have a positive impact beyond the mining phase.

— See more on [www.angloamerican.com/healthy-environment](http://www.angloamerican.com/healthy-environment)



Closure technical project specialist Summer Zawacky surveying a grass reclamation site on what used to be Victor's north mine rock stockpile. The area is now in a healthy state following an extensive seeding operation at the former Victor mine site.



# Leadership and Culture

To deliver on our strategic business objectives, we rely on a capable and engaged workforce that behaves ethically and responsibly, consistent with Anglo American's Values and Code of Conduct – essential for us to maintain our social licence to operate. We aim to foster a purpose-led high performance, inclusive culture, through an organisational structure that is fit for purpose, resourcing this structure by attracting and retaining the best talent and empowering leadership to deliver the desired outcomes.

(Left to right) geologist Saara Silventoinen and geologist trainees Janina Kaarlenkaski and Martta Hannula studying maps of the locality surrounding our Sakatti base metals project in northern Finland.

# Business conduct

We understand that ethical reputation is a critical asset for building trust with our stakeholders. We expect our employees and business partners alike to behave ethically and consistently show care and respect for colleagues, communities and the environment in which we operate. These non-negotiable foundations are central to our Code of Conduct and Business Integrity Policy.

## Our approach to business conduct

### Our Code of Conduct

We recognise that our responsibilities and commitments as a business must extend above and beyond compliance if we are to build relationships of trust with stakeholders. Our overriding approach to the ethical business conduct that underpins our reputation as a reliable and dependable partner is outlined in our Code of Conduct.

— For more information  
Visit [www.angloamerican.com/code-of-conduct](http://www.angloamerican.com/code-of-conduct)

Our Code of Conduct is an example of our Values in action. Serving as a single point of reference for everyone associated with us, it brings together in one place, and in a clear way, the commitments and standards that determine how we conduct business. It explains the basic requirements and behaviours we all need to live up to every day.

Our Code of Conduct also serves as a guide that directs us to policies, standards and further information sources that can support us, and all those associated with us, to choose to do the right thing.

### Our Business Integrity Policy

Our Business Integrity Policy sets out the standards of ethical business conduct that we require at every level within our business – including our subsidiaries and those joint operations we manage – in combating all types of corrupt behaviour. Industry associations of which we are a member are also required to align with our policy positions, or an equivalent approach.

## YourVoice

To ensure accountability, our Your Voice confidential reporting service empowers employees, contractors, suppliers and other stakeholders to raise concerns anonymously about potentially unethical, unlawful or unsafe conduct or practices that conflict with our Values and Code of Conduct. YourVoice is operated by an independent multilingual whistleblowing service provider.

— For more information  
Visit [www.angloamerican.com/suppliers/yourvoice](http://www.angloamerican.com/suppliers/yourvoice)

Our operational assets also run site-level grievance mechanisms to allow community and other external stakeholders to raise issues with us. (For further details, see the *Social Performance section and the case study on page 36.*)

## Activities in 2022

### Updating and embedding our Code of Conduct and Group policies

During 2022, we carried out our biennial in-depth review and update of our Code of Conduct. Furthermore, we assessed and updated nearly 40% of the Group's policies that underpin the Code of Conduct in line with their standard review cycle. The assessment process includes the subject matter experts performing policy risk management effectiveness reviews, facilitated by the Group's risk specialists and Ethical Business Conduct team, to ensure that the policies and associated implementation programmes remain fit for purpose.

We continued to support the embedding of the Group's policies across the business units and Group Functions responsible for their implementation. Inherent in the policy review process is the provision of advice and guidance on programme improvement opportunities. We regularly communicate our Values to our employees and provide training on the Code of Conduct and underpinning Group policies.



(Left to right) Manager safety, sustainability and technical shipping Raghav Gulat; head of financial control and operations Sumita Randhawa; and specialist – learning and performance Zuraidah Binte Mohamed-Zin discuss a presentation at our Marketing head office in Singapore.

## Enhancing our Compliance Management System

We continued improving our integrated Compliance Management System (CMS) which has been deployed to business units and Group functions. The CMS covers key topics such as business integrity, competition compliance, anti-tax evasion and data privacy. To further embed these topics and increase understanding and consistency across the Group, regional compliance workshops were held with the business units' compliance teams.

We continue to use internal and external assurance providers to help identify and recommend areas for improvement to meet new challenges and stay current.

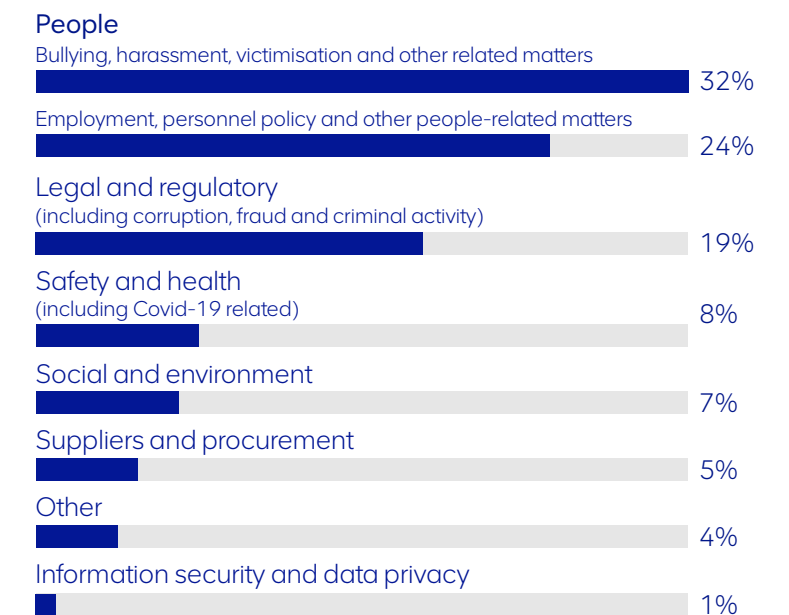
The Audit Committee reviews and monitors the effectiveness of the company's arrangement to counter the risk of bribery and corruption, supported by the Group Compliance Committee that oversees the implementation of the CMS and provides strategic guidance and support where required.

We use the CMS risk assessment process, trend and root cause analysis of known issues of our Code of Conduct, together with guidance from internal and external subject matter experts, to identify our top-level Group business conduct risks. Group-led initiatives are then implemented to improve the mitigation strategies for managing these risks. Specific focus areas include the use of intermediaries; interactions with public officials; donations; and social investments.

## Reinforcing our assurance, risk management and investigation processes

The Institute of Internal Audit Three Lines Model is used to bolster adherence to our Business Integrity Policy by obtaining assurance on our mitigation programmes, including an annual risk-based internal audit. This model helps to ensure that risks are dealt with at the appropriate level within the business, and minimises the chance of risks being missed.

## Breakdown of YourVoice reports received (%)<sup>(1)</sup>



<sup>(1)</sup> Computational discrepancies may occur due to rounding

### Using YourVoice

During 2022, we received 1,089 reports through YourVoice, a 37% increase from 2021. We attribute the increase to a heightened awareness of the channel because of several management initiatives, including the establishment of the Living with Dignity Hub and the Call It Out Hubs in South Africa and Australia, and a growing culture of trust to raise concerns with confidence.

Of those allegations closed, 29% were substantiated or partially substantiated. Corrective actions were taken against substantiated allegations in accordance with our policies, resulting in 177 sanctions against employees and contractors, which include 56 exits from the company.

### Benchmarking and supporting anti-corruption initiatives

We continue our collaboration with the Transparency International Corporate Anti-Corruption Benchmark and use the result of the annual benchmarking to focus improvement efforts. These included: reviewing and updating intermediary risk management processes and bolstering our internal investigation team and capabilities.

We are a signatory of the UN Global Compact and are committed to their 10 principles of business, including fighting corruption, extortion and bribery. We also use our annual performance in the Business Conduct and Ethics categories of DJSI and Sustanalytics as an opportunity to benchmark best practice and continuously improve our internal processes and level of disclosure.

### Engaging and training our people

We developed and launched new training material on our Code of Conduct, intermediary risk management, and social investments and donations. We also developed several awareness communications, including mini modules on intermediaries and conflicts of interest.

In the final quarter, we released the Code of Conduct online training to staff who have access to a computer as part of their role. To date, 16,599 have completed the training. We also ran virtual face to face sessions for a targeted audience of 116 people on social investments and intermediaries.

We continued to innovate to make our training more engaging and impactful. The success of this was recognised by receiving a gold Brandon Hall award for the best advance in compliance training for our business integrity online training module, which launched at the end of 2021. For the first time, we also used our Engage mobile app to make training and awareness materials more accessible to our frontline workforce who are not based in an office setting.

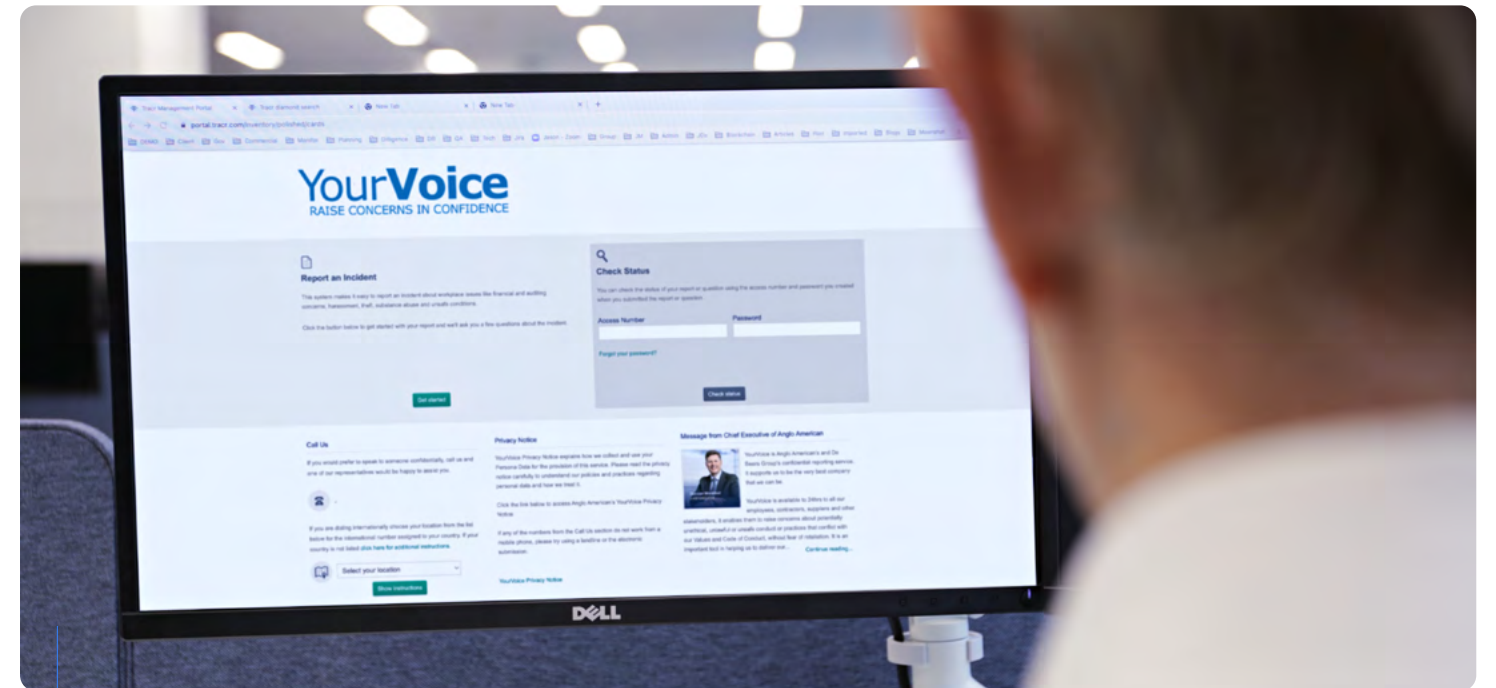
In September 2022, we held our second annual Action for Integrity month. The event focused on the Code of Conduct and emphasised the idea of 'doing the right thing'. Our chairman launched the month's activities, underlining the importance of this topic for the entire business. Various collaterals were launched throughout the month, including an interactive decision tree and quiz, news articles, a new animated video and a video from our chief executive to close the month. The material was also shared on our Engage app to make it more accessible for our frontline workforce.

### Next steps

We have a robust plan of continuous improvement in collaboration with our business units, business integrity implementation managers, Group management, Audit Committee and Board. We will continue to refine and expand our Group policies to stay at the forefront of companies managing complex real-world issues.

Our focus areas will be implementing a new policy management system and continuing with training relating to our Code of Conduct topics. We will also increase the testing of key controls for business integrity and optimise training by developing modules that integrate multiple interlinked areas of compliance previously taught as separate topics. In addition, we will update YourVoice to improve the quality of internal reporting of the concerns that are raised on this channel.

### Case study



YourVoice, our confidential and anonymous reporting service, empowers people to raise issues of concern with confidence – and is being used increasingly, with nearly 1,100 YourVoice reports being received in 2022.

## Continuously improving our ethical business conduct processes and controls

At Anglo American, we continue to embed an inclusive and diverse corporate culture that is based on a growing level of trust so that all stakeholders feel able to raise issues of concern with confidence. Our YourVoice confidential reporting service is a key element in this, as it empowers people to raise concerns about our behaviour or practices that conflict with our Values and Code of Conduct. While we prioritise and investigate each concern that is raised, we found that root cause analysis also allows us to identify potential trends and areas for improvement and implement appropriate measures to proactively address these.

**1,089**  
Number of YourVoice reports received in 2022

We receive allegations of behaviour that conflict with our Values and Code of Conduct through YourVoice, via a third-party independent service provider. Our YourVoice reporting dashboard allows us to identify and visualise the type, location, and timing of reports, along with other data, to quickly identify potential trends.

During 2022, we introduced a root cause analysis process to help identify areas of concern and implement mitigating actions. The goal of the root cause analysis is to create awareness of areas of concern, to avoid repetition of specific incidents and to reduce, and eventually eliminate, the most common contraventions of our Values and Code of Conduct across our business.

We started this process with a pilot, analysing 'conflicts of interest' reports received. Although information from our YourVoice service is the primary input to the root cause analysis process, we also monitor the wider regulatory environment, including what industry peers and other companies are doing in the countries where we operate, to flag broader issues of concern as they emerge. Aligned with our continuous improvement programme, we also consider global best practices set out by the authorities of host countries, to identify and implement improvement actions to address identified root causes.

The results of the root cause analysis are shared across the business units, and they are asked to consider and implement applicable recommendations. We subsequently followed up with individual business units to ensure that required actions were undertaken. Root cause analysis reviews will continue to be performed through 2023, including on topics such as bullying and harassment.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

# Attracting, retaining and developing our talent

We understand that achieving our current and future business objectives depends on recruiting and retaining the best talent across the world – and ensuring our people can develop their full potential within Anglo American while living our Values.

In 2022, we remained focused on maximising the opportunities offered by technology to foster a culture of lifelong learning and creating the conditions for success for individuals, teams and the organisation as a whole.

## Our approach to attracting, retaining and developing our talent

### Our Organisation Model

Our Organisation Model ensures we have the right people in the right roles doing the right work, with clear accountabilities and minimal duplication of work. This increases our overall organisational effectiveness. Along with our Values and our Operating Model, the Organisation Model supports the delivery of positive outcomes through a set of structures, systems and processes. The model creates consistency in how we approach organisational issues, by providing a common language and approach about organisations and management.

To support Organisation Model capability development, we have created enhanced learning materials that are available for everyone through our Learn+ platform, complemented by tailored workshops with leaders across the business. To ensure the long term sustainability of our Organisation Model, its key concepts are being embedded in all major systems, including our Operating Model, Organisation and Role Design, Talent Management, Reward Philosophy and our performance management framework, Team+.

Every team has the potential to deliver performance that goes way beyond what can be achieved by members individually. Team+ creates the conditions for high performing teams where every member takes accountability not only for their individual success, but also for the success of the team.

Our performance management approach is aligned to our Operating Model by driving individual accountability to deliver individual commitments in contribution to shared goals. We drive performance in line with our Values through our focus on getting the right results and delivering them in the right way in accordance with our Organisation Model. This is supplemented with regular feedback conversations to ensure that all employees are clear on what is expected of them and how they are performing.

### Our approach to learning

We remain focused on growing a continuous, self-driven learning culture. Enhanced emphasis has been placed on meeting learning requirements of our employees at their own point of need, developing on-the-job learning opportunities and reaching more of our employees who do not have access to a desktop computer. We strive to enable a continuous learning culture and a passion for breakthrough performance and innovative thinking, driven by agile people development approaches that unlock the full capabilities of our people.

Learn+, our main learning platform, offers a single, user-friendly interface that makes it easy for our employees to access a growing range of online learning resources. This learning experience platform feeds from other areas to provide learning experiences, with a focus not only on what people learn, but how learning can be delivered in the line of work, at the time of need.

### Our Technical Academy

Drawing on expertise from across the business, our Technical Academy looks to transform our technical skills and capabilities using the latest approaches – from immersive technologies to scenario-based training – to create uniquely engaging learning content.

### Our leadership development programmes

Within our leadership development programmes, we create approaches that enable our people to succeed in the new future of mining. These programmes and content offer a clear pathway to leadership and personal success within the wider business.

### Leadership Academy

Our programmes provide rich, immersive learning experiences that enable our most talented people to lead the way to a safer, brighter future for our people and our communities.

The Leadership Academy delivers seven programmes aimed at developing emerging leaders through to senior executives. These include:

- Achievers – fostering leadership effectiveness and impact
- Accelerators – developing the skills needed to drive change and deliver our Purpose
- Connect – supporting the development of a leadership community through networking opportunities and exposing emerging leaders to the business challenges of the future
- GameChangers – encouraging responses to social, economic and environmental challenges that align with our Purpose
- FutureShapers – helping leaders grow value by executing our strategy, inspiring teams and being an enabler of change
- ReInventors – small cohort started the inaugural programme in 2022, and one has been appointed already to the Group Management Committee (GMC).
- Amplify – ensuring that women have the tools, networks and space they need to become authentic, impactful and effective leaders. The course has been designed to address the three areas of Self Acceptance, Self Development and Self Management.

### Alumni

All leaders completing our Leadership Academy programmes are regarded as our alumni. The purpose of this alumni community is to promote and support continuous learning and development while providing platforms and opportunities to maintain and expand networks within Anglo American. We provide regular curated content as well as run live alumni events on leadership topics of interest.

### Our global mentoring programme

Launched in 2019, our global mentoring programme brings together people from different cultures, geographical regions, areas of expertise and levels of seniority, to share knowledge, experiences and perspectives.

533 participants in 2022 mentoring programme

188 matched mentees

345 matched mentors

### Building strong foundations in our early talent

We have a globally consistent process to the way we recruit, develop and position graduate talent across our business. Our processes have largely pivoted to virtual delivery and have allowed us to broaden our reach. Our early-careers approach is holistic and supported by three key pillars:

- Differentiated university engagements and partnerships to support global and local contexts
- A candidate-centric recruitment process that attracts top quality, diverse graduate talent
- Graduate development that supports learning outcomes aligned to our Values and technical and leadership competencies in support of our Future of Work programme.

Our graduate programme is aligned to our broader strategic imperatives of inclusion and diversity. It links closely to FutureSmart Mining™ and our Sustainable Mining Plan, ensuring that we purposefully attract, develop and retain young talent.

## Activities in 2022

### Investing in learning and development

In 2022, Anglo American invested \$69 million in direct training activities (2021: \$65 million).

Users of our Learn+ platform conducted 51,339 searches during the year, the large majority of which targeted non-role specific skills. Of those, there was a heavy skew towards user-level technical skills, such as support for commonly used office software applications. In addition, a total of 607,659 learning course completions (comprised e-learning, virtual classroom and classroom learning) were recorded on our global Learning Management System, covering a range of topics across technical, non-technical and compliance courses – a 29% increase on 2021.

Our Digital Literacy programme evolved to become the Digital Academy, which offers end-to-end digital skill acquisition opportunities to more than 10,000 people in the Group. We also developed 150 Data Citizens and Data Leaders through our Data Analytics Nanodegree programme.

During 2022, we started the digital upskilling of our frontline workforce. Initially, focus groups were convened at our operations to hear first-hand their concerns and needs in relation to digital knowledge. We are now close to launching the proof of concept phase and aim to scale-up this training to all our full frontline workforce over the coming years.

Our Jargon Buster webinars continue to attract thousands of employees on topics such as machine learning and the blockchain. In addition, our Digital Village Community of Practice now has more than 800 active members and continues to grow.

### Enhancing our Learn+ platform

Our Learn+ Featured page, which we deployed in 2022, is a launchpad space for Anglo American curated content. It features learning content organised into 16 curated business unit, Group function and academy hubs where employees can find relevant learning for their role and soft skills development. Each hub has been developed and is managed by a relevant business unit or Group function owner.

We continue to review feedback and data to enhance the user experience and content and are engaging four external learning content providers to act as anchor content sources to ensure content quality and consistency.



Australia is in its first year of Ambassadors for Good. Pictured is Lise Dunn from the Bush Care Group, a partner organisation, who is planting native plant species following the removal of invasive species.

## Making a positive impact – Ambassadors for Good

Every day we are guided by our Purpose as individuals, employees and members of our communities. Our global employee volunteering programme, Ambassadors for Good, empowers us to bring our Purpose to life.

### Bringing our Purpose to life

Anglo American harnesses the power of volunteer work and many projects to support the wider aims of our Sustainable Mining Plan. From protecting and maintaining a healthy environment, to building thriving communities with better health, education and levels of employment – volunteering helps us to re-imagine mining to improve people's lives.

### Case study

“The programme provided an incredible opportunity to connect with First Nations women and elders from the Inala community. As a First Nations woman, I can relate to the challenges many of the women face and was profoundly impacted by their stories. This programme provided an opportunity to be part of their healing journey.”

### Volunteer

Australian honey harvesting project

Ambassadors for Good is our skills-based employee volunteering programme. It gives our colleagues the opportunity to support and champion causes that they are passionate about – and make a life-changing difference to those around them – backed by funding from the Anglo American Foundation. An Impact 2030 Innovation Award winner, the programme was launched in 2018, inspired by our Embajadores programme in Chile. Since then, it has expanded year on year to become a global programme in 2022, welcoming new joiners, including Chile, Namibia, Botswana, China and Australia.

The programme empowers employees to leverage their professional and personal skills and gives them the opportunity to learn from diverse cultures and communities around the world. It also offers the chance to work collaboratively with partner organisations on projects that meet the needs of host communities. Small teams of colleagues from Anglo American and De Beers can participate as volunteers, to help build thriving communities with better health, education and levels of employment.

73,423

Number of beneficiaries in 2022

\$993,000

Total grant value in 2022

### Making a lasting impact through meaningful community engagement

The range of projects undertaken in 2022 reflects the global concerns of our people. For example, in Namibia, we continued a project to provide education opportunities for girls from marginalised and disadvantaged communities. Volunteers have worked to provide mentorship workshops and activities for more than 400 girls since 2015. In Peru, our volunteers have launched a natural honey harvesting programme with indigenous women. The project involves working with 33 indigenous women in rural communities to teach skills around the harvesting, marketing and medicinal uses of honey products. In Australia, the Namba project aims to restore native forest and increase biodiversity along the Petrie Creek area in Queensland. This involves our volunteers removing invasive species, weeding the area, and planting more than 500 native trees.

Around 94% of our partner organisations have reported that the Ambassadors for Good programme improved their impression of the Group and expect the support received from the programme to be a change agent for their organisation.

Volunteering is important not only for the local communities and organisations that we give our time to. It is also vital for Anglo American and helps to secure our social licence to operate. Volunteering empowers each of us to drive meaningful change in the world around us. Through living our Values of Safety, Care and Respect, Integrity, Accountability, Collaboration, and Innovation, we can trial new ideas, services, skills and practices that will help to make the world a better place. Our Ambassadors for Good programme has shown that the possibilities are endless.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

### Piloting our Leadership Lab and Leadership Hub

We extended our leadership development offerings beyond the cohort of colleagues enrolled in our emerging talent programmes to include 'in role' leadership development. Through our new Leadership Lab, we piloted two programmes, Pathfinders and Performers, aimed at our employees occupying mid-level to junior roles. To enhance the development of our executive leaders, we also introduced a series of compelling masterclasses from some of the world's top thinkers.

In addition, we piloted a Leadership Hub where every leader will have access to resources and materials, together with live learning forums, to grow their leadership skills.

### Evolving the candidate experience

Our recruitment processes continue to focus on being candidate-centric, a core principle that aligns to our commitments in our Candidate Charter to treat applicants with dignity and respect and ensure equity in the recruitment process.

We gain direct feedback from applicants on their recruitment experience through our sentiment analysis tool and seek to implement any improvements highlighted through the feedback process.

Our Employee Value Proposition was created in 2022 – this statement explains what we stand for and what sets us apart as an organisation. It lets current and potential employees know what we expect from them and what they can expect from us.

We use best in class technology platforms to enable us to combine high recruitment standards with a positive and engaging candidate experience. This allows us to apply our principles while recruiting internationally and at scale, while ensuring the process is fair and transparent.

Our talent acquisition function remains keenly focused on continuously improving our service in relation to time and quality of candidates to support the ambition of attracting the best talent.

### Inducting our global graduates

Our graduate development programme is intentionally designed to recruit and develop the future leaders of Anglo American. In 2022, we increased our global graduate intake by around 12% year on year.

## 207 number of participants in our graduate programme

We develop graduates from across our business units into well-rounded professionals through integrated learning journeys that target their personal and leadership development, in addition to technical skills. Given the changing nature of work, we embed future skills into graduate learning journeys to position graduates for success today and in the future. The bulk of graduate learning happens in the flow of work, which we supplement with deliberate coaching from line managers to ensure graduates receive real-time feedback to effectively support their development.

We expect graduates to deliver projects where they demonstrate the skills they have acquired throughout the programme. This also creates an opportunity for them to engage with leadership teams and learn from subject matter experts across the business. In 2022, we launched a Global Graduate Business Improvement Symposium at which graduates implemented continuous improvement projects and competed with their peers globally. In addition, we launched a Graduate Business Challenge, an immersive experience where graduates collaborated to come up with breakthrough thinking and innovative ideas. They worked to help develop the design of future mines that deliver a net-positive impact on the environment and communities in which we operate, as well as learn from one another.

Anglo American's graduate programme continues to be benchmarked against industry peers. In 2022, it won the prestigious South African Graduate Employees Association (SAGEA) award for the 12th year in a row as the No.1 Mining & Resources Employer of Choice.

### Offering internships and vacation work experience

In addition to our graduate programme, we also offer internships and vacation work experience in various of our operating regions. In the UK, a cybersecurity internship aligned to the UK government cybersecurity skills framework was successfully launched in 2021, and the internship intake numbers increased sevenfold in 2022. (See case study on our UK cybersecurity internships on page 109 of our *Integrated Annual Report 2022*.)

Our Marketing business also increased its internship intake for China and Singapore by 20% year on year. Our Australian and South African businesses have a strong track record of offering meaningful vacation work for students engaged in Science, Technology, Engineering and Maths (STEM) related undergraduate studies.

### Partnering with universities

We began to explore strategic partnerships with several universities through which we can position ourselves to collaborate more deliberately to define curricula that align to industry needs and the evolving nature of work and workplaces. This will also provide access to a diverse and inclusive global graduate talent pool that meets current and future business needs.

In addition, our strategic partnerships with universities will support research and development. In this way, they will continue to set Anglo American on a path to being a leader in positively transforming the nature of mining, bringing to life our Purpose of re-imagining mining to improve people's lives.

### Engaging for excellence in leadership

In 2022, 627 leaders participated in our various Leadership Academy events during the year (2021: 490). We created learning journeys and blended solutions that aim to enhance user experience and digital capabilities.

Consistent with the Anglo American Operating Model, our Technical Academy performs quarterly performance review sessions with all technical disciplines to prioritise the learning required. These priorities are then validated by a steering committee to ensure cross-discipline alignment. Feedback from surveys indicates an overall effective level of engagement and partnership between internal stakeholders and our Technical Academy. The strong relationship that we have built with our business and the multi-vendor relationships that we have in place with learning partners have enabled the output of excellent technical learning. We continue to seek opportunities to focus on key future skills for disciplines.

We are also honoured to note that our Technical Academy won eight Brandon Hall Group awards for excellence in the learning and development category, including six gold awards, one silver award and one bronze award. In addition, Technical Academy won two bronze awards in the Stevie Awards for Great Employers. These awards recognise the world's best employers and the human resources professionals, teams, achievements and HR-related products and suppliers who help to create and drive great places to work.

### Amplifying women in leadership

In 2022, 102 of our female leaders formed the second cohort of Amplify, our Leadership Academy initiative focused specifically on women, almost double the number in 2021.

### Next steps

In 2023, we will continue to build on the efforts from the past two years, and see much more learner-centric approaches to the design and delivery of learning solutions. The focus will be on both the critical skill needs of today and the emerging needs of the future.

We are also proactively implementing robust workforce skills planning approaches for the short and long term, designing these processes and programmes in a way that fits any unique local circumstance.

Our infrastructure management, competence management, content development, and content curation approaches are being matured and set up in a way that enables a lifelong learning mindset to be entrenched across the organisation – something that is fundamental for individual and organisational competitiveness in the future of work, including attraction and retention of key skills. We are placing even greater emphasis on investing in developing our internal talent, through increased focus on internal mobility and development, ensuring that all our people have the opportunity to grow and fulfil their potential.

# The future of work

As the accelerated pace of global change shapes the transition in the nature of work and the workforce, we are focused on harnessing the opportunities and overcoming the challenges posed by these changes. We remain committed to being a leader in the public debate and to addressing the expectations concerning our industry.

In 2022, we continued to bring partners together to create a collective response in our delivery of technological advancements and step-changes in the approach that our industry takes to sustainability.

## Our approach to the future of work

### Our Future of Work programme

We embrace the evolution of this change through our Future of Work programme, which takes a long term approach to planning for the roles and skills we will need in the future. We seek to actively engage and shape the outcomes for our workforce and wider stakeholders. Throughout this journey, we are guided by our deep responsibility to society and our commitment to work with our employees and communities to create sustainable positive impact.

As the pace of change in our industry, and indeed the world, continues to increase, this organisational capability will help us to be proactive, giving us a competitive advantage. We can apply this insight to ensure we have the appropriate people and strategies in place to deliver business expectations, today and into the future. Our objective is to provide our people with the tools they will need to step up to roles that have evolved, as well as completely new ones.

As we continue on our journey, our areas of focus include:

- Understanding in detail the drivers of change for our industry, current and future, and how these are impacting work, workers and society
- Identifying the implications of these for Anglo American, including how they play out differently across regions
- Engaging with key stakeholders to understand their perspectives and goals
- Building our vision for a positive future of work in which Anglo American and our stakeholders can thrive

- Understanding how Anglo American might take a leadership role in initiating and convening multi-sectoral groups to drive a collective response at scale.

## Activities in 2022

### Strategic workforce planning

Our Strategic Workforce Planning approach, developed in 2020 and tested throughout 2021, is now a mature approach that is being used more broadly across the business to understand future workforce supply and demand imbalances, in terms of both quantity and skill. This is one of our enablers of the future of work vision and is used to inform development of people strategies across the business. The focus during 2022 also included extending this capability to nearer term tactical planning, ensuring alignment between operational technical plans and budgets with workforce strategy. Focus for the coming years will be to embed the process into formal integrated planning processes for the business. Programmes and tools are being developed to enable rapid upskilling and reskilling of our workforce to equip them with future-relevant skills, as exemplified by the digital literacy skills development intervention, and to generally cultivate a mindset of life-long learning. Where appropriate some of the know-how will be expanded to broader community skills development and support.

### Stakeholder engagement

Across the business, we continued to engage stakeholders – including governments, regulators, trade unions and others – in discussions of key future of work themes. Together, we strive to understand perspectives, look for shared goals and build a collective response.



Safety engineer Luisa Carvalho working on her Circulab incubator submission – a proposal to use robots to recapture nickel dust from our Barro Alto and Codemin ferronickel operations and return it for reprocessing.

Our business units also continued to lead local future of work plans, identifying and addressing challenges and partnership opportunities.

### University relations

We continued to develop our approach to university relations, which seeks to ensure we maintain access to best-in-class talent at key institutions. Through this approach, we strive to guide learning institutions on ways they can align their curricula to the new skills that will be relevant in the evolving nature of work and workplaces.

— For more information  
Visit [southafrica.www.angloamerican.com/education](http://southafrica.www.angloamerican.com/education)

### Future of work

As the pandemic entered its third year, we continued to see an acceleration of future of work trends. Our business units have embraced new ways of working, including remote work, that also enables our colleagues to work safely and maintain operations. In our Copper business in Chile, the Los Bronces operation has taken another step towards mining in the future, through its new Integrated Remote Operation Centre (IROC). This centre allows for the remote control of aspects of the operation, whilst remaining fully connected to operational activities. (See case study on page 28.)

Across our business, we remain focused on ensuring our new work patterns are equitable and support our people at every level.

### Understanding the Fourth Industrial Revolution

Across geographies, governments and other stakeholders are actively planning for the future of work, often trying to manage multiple and competing objectives. They have a long term interest in capturing gains in productivity, safety and sustainability offered by innovation and the economic growth potential of future facing industries. Yet, simultaneously, they want to limit disruption and maintain fiscal and social stability. Through broad engagement, we are listening to the views of stakeholders across our ecosystem, seeking to understand their perspectives and identify areas of common interest.

An important aspect of this is paying close attention to how people are experiencing the changing workplace and their ability to fully participate.

Using the platform of our Sustainable Mining Plan, and our belief in the opportunity for a just transition of work, we remain focused on advancing a global narrative around the Fourth Industrial Revolution. As part of these efforts, we continue to work closely with host communities, for example in fostering sustainable employment outside of our sites, and take account of local economic and social dynamics of each jurisdiction. We also see broader opportunities, working in collaboration with a range of partners, to bring collective response and achieve systemic impact.

Our Future of Work programme is grounded in our guiding principles of listening, collaborating, investing in the future, being transparent and acting in alignment with our Purpose. In South Africa, this includes the Modern Mining Consultation Forum, consisting of recognised trade unions, the Regulator and industry councils, which has been established to ensure alignment and transparency on the future of work and the Just Transition. (See more on page 57.)

## Next steps

In 2023, we will continue to develop our integrated Future of Work programme as part of our efforts to set out a clear vision and initiate a collective response to the changes, challenges and opportunities that the world faces. This will include working in greater depth on the strategic workforce planning approach that we have piloted, drawing on the lessons we have learned from the countries where we have begun to introduce this approach. The broad patterns we have identified enable us to adapt to individual situations to ensure a more holistic and proactive approach to workforce planning.

We will also maintain our focus on university relations and other initiatives to support an inclusive transition for all stakeholders. This includes proactively developing no-regret actions across all aspects of the future of work, such as upskilling and re-skilling, community support, partnerships and public leadership.

# Inclusion and Diversity

We believe we must draw from the widest possible talent pool, including ensuring we increase female representation at all levels, if we are to enhance our performance and maintain a competitive advantage. We strive to create a workplace that is inclusive and empowers every colleague to bring their whole self to work.

We are continuously striving to attract people from all sections of society, placing particular emphasis on increasing female representation at all levels. Featured are Minas-Rio employees at the Açú iron ore export terminal in Brazil.



# Inclusion and diversity

In 2022, we continued to build on firm foundations to make a positive difference in key areas, such as supporting those with family and carer responsibilities and standing up to domestic violence. We will further embed and launch initiatives that will allow us to realise our vision of a truly inclusive workplace where each of us can reach our full potential.

## Our approach to inclusion and diversity

At Anglo American, we aim for:

- Our leaders to demonstrably value the diversity and unique contribution of every employee
- Our colleagues to feel able to bring their whole selves to work, regardless of gender, sexual orientation, age, race, ethnicity, religion, national origin or disability, including mental wellness
- Our workplace to be supportive, fair, adaptable and involving for all
- Our work environment to be safe, effective and enabling.

We strive to achieve this through an emphasis on inclusion, diversity and well-being, our approach to which is governed by a suite of policies that we regularly update and supplement to ensure continued alignment with current best practice. Our Inclusion and Diversity Policy is supported by our Global Enabling You Strategy, Group Policy on Bullying, Harassment and Victimisation and our Group Policy on Recognising and Responding to Domestic Violence. Other aspects of our approach are captured in our Group Family Friendly and Carer Leave Policy launched in 2022 and Group Flexible Working Policy.

Our Group Family Friendly and Carer Leave Policy covers primary and secondary carer leave and supersedes our previous policies covering maternal and parental leave, where provision is below the policy's benchmark. During the year, we rolled the policy out across Group functions and business units, including alignment with labour unions. We aim for this policy to serve as a benchmark standard for all business units and geographies to meet.

The Group Flexible Working Policy, seeks to ensure that our colleagues have access to and feel supported in utilising hybrid working arrangements. The policy acknowledges that the nature of work being performed, and the impact of various technologies, provide options for increased flexibility in the way we work, and the location where some work can be done.

These policies set out minimum standards that Group functions and business units are expected to follow, while always stipulating that any local regulations with greater requirements will take precedence. We also seek to align our efforts in this area with the UN SDGs, which intersect strongly with much of our inclusion and diversity team's work.

## Our zero-tolerance approach

We are committed to eliminating all forms of bullying, harassment and victimisation across our organisation, through our global policy and Stand Up for Everyone campaign. All reported incidents are anonymised and shared with the highest level of the organisation. Our zero-tolerance approach extends to include domestic violence and abuse that might occur outside the immediate workplace. We provide mandatory bullying, harassment and victimisation training for our colleagues to ensure they are aware of our zero-tolerance approach, are familiar with our reporting structures, and feel confident to act as inclusion and diversity advocates.

## Our Global Mental Wellness Framework

Our Global Mental Wellness Framework aims to help our people feel supported and safe to bring their whole selves to work and thrive in both the workplace and community.

In line with this framework, we have trained 590 mental health first aiders globally, so that they can support our workforce. We provide all colleagues access to a global mindfulness and guided meditation app, and offer counselling through employee assistance programmes.

## Our measuring and reporting mechanisms

We evaluate all our inclusion and diversity initiatives to understand their impact. By implementing agile reporting mechanisms, we are able to capture progress quickly and in detail. For example, we report to our Group Management Committee and People and Organisation leads, outlining areas of improvement and those requiring further focus.

Similarly, our talent acquisition system enables us to identify applications, offers and acceptances by gender and other diversity characteristics. This means we can understand patterns and target interventions around representation that will affect pay gaps.

## Our employee relations and engagement strategy

The strategy that governs our employee relations and engagement efforts has four pillars: trade unions; HR excellence; psychological safety; and physical safety.

Mental wellness questions form a part of our regular employee engagement surveys. The data from these surveys is also used to establish progress in our Inclusion and Psychological Safety indexes, as well as analyse gaps where we can focus initiatives to improve safety and inclusion for all our people.

## Our approach to employee representation

We take a decentralised approach to working with trade unions, works councils and other representative bodies, enabling our business units to address specific issues and concerns affecting different areas of our business.

## Our Global Workforce Advisory Panel

Our Global Workforce Advisory Panel helps the Board to better understand the views of our workforce, in line with the recommendations of the UK Corporate Governance Code. The Panel is made up of 11 employees, representing the countries where the Group has a significant presence. Panel members are nominated using agreed criteria set out in its terms of reference and selected to ensure representatives throughout the organisation are appropriately balanced across the areas of gender, ethnicity, age and seniority. In 2022, the panel met twice – with the meeting held in November being in person for the first time since the start of the Covid-19 pandemic – and the panel chair, non-executive director, Marcelo Bastos, shared the key messages from those meetings with the Board.

## Activities in 2022

### Understanding our diversity to enable inclusive practices

A major area of focus in 2022 was Everyone In, a data-gathering campaign that aims to improve our understanding of our own diversity. By empowering people to share diversity data online through a confidential portal, we hope to obtain a clearer picture of gender, disability and ethnicity at Anglo American, which we can then use to set additional specific targets for inclusive practices.

We aim to collect data on 60% of our workforce through this centralised approach, which we believe will provide a reasonable and appropriately anonymous snapshot of the organisation. While we recognise that this will take time given our global footprint, we also understand that it is critical to allow us to set data-driven commitments and enable transparent external reporting.

### Empowering colleagues with disabilities

Through our new Global Enabling You Strategy, launched in 2022, we aim to break down barriers to inclusion and enable the success of colleagues with disabilities. The five main areas of focus for our strategy are attracting candidates with physical and less visible disabilities; reviewing our policies to make sure they are inclusive for people with disabilities; physical environment; training and awareness; and neurodiversity.

### Standing up to domestic violence

We continued to implement our Group Policy on Recognising and Responding to Domestic Violence, which is a continuation of our Stand Up for Everyone campaign and supports our desire to ensure everyone is able to live with dignity. This important work by our Inclusion and Diversity team is also in support of the South African Living with Dignity Hub. (See more on page 48).

As part of these efforts, we provide practical support to help colleagues affected by domestic abuse or violence, either directly or as a bystander, regardless of gender and sexual orientation. We also offer various types of support, including paid leave, flexible working time, financial assistance, safe accommodation and access to a comprehensive risk assessment and safety plan.

Importantly, we hold perpetrators who are employees of our operations accountable for their behaviour at the workplace through disciplinary action. We may also make referrals to perpetrator treatment and counselling programmes where those services exist and where appropriate; and/or referral to external support or other resources for perpetrators who are concerned about their behaviour and recognise their need to access help.

#### Supporting the mental wellness of our teams

Through our Global Mental Health Framework we continued to raise awareness of how to support the mental wellness of teams through training, learning opportunities and engagement campaigns. As part of this work, we continued developing a Group Well-being Strategy in 2022. This covers four key dimensions of well-being – healthy body, thriving mind, meaningful connections and financial confidence – while recognising that an individual's well-being is also influenced by the ecosystem in which they live and work. We have a roadmap of ongoing and planned activities in each of the four dimensions, which will evolve over time as needs change and new solutions become available.

#### Providing training and mentoring

We revamped our inclusion and diversity learning pathway to make it easier for all connected colleagues to access online training. We also started to revise our online inclusive hiring training, which all hiring managers are required to complete each year.

We continued to provide mandatory bullying, harassment and victimisation and domestic violence awareness training, which we are looking to combine into an integrated module.

Building on our inclusive leadership toolkit and online training, we rolled out workshops for senior leadership across the Group.

We secured permanent employment within the Group or with external organisations for 90% of the first cohort of our UK apprenticeship scheme, which supports social mobility among young people from under-represented backgrounds. At the end of the year, we had 23 apprentices in the second year of the two-year scheme, which finishes at the end of 2023. It enables them to earn a salary while learning and gaining a nationally recognised qualification. (See case study on page 44.)

#### Elevating our colleagues

In November 2022, we held our second Elevate conference in South Africa dedicated to inclusion and diversity themes. The first conference was held in 2019, after which subsequent events were delayed because of Covid-19.

The day focused on championing the progress to date, acknowledging the current challenges still facing the business, identifying opportunities for connection and alignment, and sharing inclusion and diversity strategies for the coming year.

This highly immersive and collaborative event brought together nearly 500 people from various levels across Anglo American to discuss and learn about topics such as race, disability, well-being and living with dignity. It drew on our colleagues' and leadership experiences, as well as insight from international experts in the inclusion and diversity space.

#### Engaging proactively with internal and external stakeholders Connecting to workforce priorities

We continued to engage with internal stakeholders through our Inclusion and Diversity Working Group. It is chaired on behalf of the Group Management Committee by Didier Charreton, Group director – people and organisation, and features representatives from each function and business unit. They meet regularly to align our strategy across our operations and ensure that the voices of all colleagues are heard and valued.

As part of our Colleague Insight Strategy, we run regular global surveys to identify areas where we can share best practice and where we need to do more to improve the employee experience; for example, to ensure that colleagues feel psychologically safe, cared for and respected.

Inclusion index questions are included in our broader colleague surveys and pulse surveys to measure progress. Our annual Global Colleague Survey was open throughout October 2022, with all colleagues eligible to take part. In November 2022, we shared the results from the survey with all colleagues, and the findings were presented to the Group Management Committee and the Board in January and February 2023, respectively. Almost 30,000 employees answered questions in the survey, which covered engagement, culture and values, physical and psychological safety, sustainability, purpose, leadership, and inclusion and diversity. The survey suggested an employee engagement score of 90%.

#### Learning from best practice

We have also maintained proactive engagement with external stakeholders to ensure we meet their expectation of us to foster an inclusive workplace that embraces and encourages diversity. For example, in 2022, we worked with Inclusive Companies, PurpleSpace, the Employers Network for Equality and Inclusion (ENEI), the Business Disability Forum and Women in Mining.

#### Our colleague networks

We have 24 colleague networks globally, each of which has an executive sponsor and an inclusion and diversity team representative, is provided with financial support, and is partnered with an external specialist organisation in its respective field.

The colleague networks hosted regular discussions on topics such as gender, LGBT+, age, disability, families and caring, race, ethnicity, nationality, culture and socio-economic background. In addition, they managed events around awareness days, such as International Women's Day, Pride, Black History Month,

International Day of Persons with Disabilities, and World Mental Health Day.

During the year, we started a new generational colleague network in Brazil and gender and LGBT+ networks in Peru. We also relaunched our Enabling You Network in South Africa to support colleagues living with, or caring for somebody living with a disability.

#### Our performance

##### Recognition for our inclusion and diversity achievements

In the UK's Disability Smart Awards 2022, Anglo American won the Disability Confident Mental Health and Wellbeing award in the Workplace category.

In 2022, we were also recognised as one of the UK's Top 50 most inclusive companies list for the fourth year in a row. The UK's Department of Work and Pensions also recognised Anglo American's Disability Confident Employer Status.

In addition, both Anglo American and Anglo American Platinum featured on the 2022 Bloomberg Gender Equality Index, and Anglo American was listed as a Times Top 50 workplace for women for the first time, a reflection of how we are continuing to build on our long term strategy for gender balance, not just in leadership, but throughout the Group.

##### Labour relations

Approximately 67% of our permanent workforce was represented by worker organisations and covered by collective bargaining agreements. During the year, there were no recorded incidents of industrial action at our managed operations.

There were also no reported incidents of under-age or forced labour at our operations during 2022.

Several successful wage agreements were concluded during the year at our Copper, Iron Ore, PGMs and Steelmaking Coal operations, resulting in acceptable increases and productivity improvements. All these engagements were characterised by focused, authentic processes that resulted in positive outcomes in a condensed time period.

Other engagements with unions centred around the Group's intentions for a Covid-19 vaccination policy.

##### Diversity performance and employee retention

We report on our gender pay gap in UK operations, in line with legislative requirements. As of 5 April 2022, our UK average (mean) gender pay gap for Anglo American Services Ltd (UK) was 39% and our median pay gap was 29% (2021: 44% mean and 33% median). This was primarily due to the high representation of men in the most senior management roles in our UK head office – an issue mirrored across our sector, and one that we continue to address.

We also continue to make further progress to reach our gender representation goal of 33% female representation by the end of 2023 at all management levels across the business.

#### Next steps

In 2023, we will continue to build on our established strategic areas of focus and embed the policies and initiatives we put in place in 2022.

One important area of focus will be our Stand Up for Everyone initiative, through which we will enhance our emphasis on bullying, harassment, victimisation and domestic violence. This will include expanding our anti-bullying, harassment and victimisation training to cover contractors. We will also focus on ethnicity and race.

#### Diversity performance and employee retention data

Metric	2022	2021
Women in senior management (CE EoR)*	29%	29%
Women in management (B5 and above)*	32%	31%
Women as % of total workforce	24%	23%
Employees below 30 years of age	11%	9%
Employees between 30–50 years of age	70%	72%
Employees more than 50 years of age	19%	19%
Historically disadvantaged South Africans in management (% of South African management)	71%	73%
New hires as % of permanent employees	14%	8%
Voluntary turnover	4%	4%
Involuntary turnover	7%	7%

See more on our sustainability data here: [www.angloamerican.com/sustainabilitydata](http://www.angloamerican.com/sustainabilitydata)

\*Target of 33% to be achieved by end-2023.

In addition, we are working to roll out our social mobility apprenticeship corporate programme in South Africa following on the successful experience in the UK.

More broadly, we will continue to focus on areas where we have made significant progress but still have more to do, including gender representation and ensuring that our colleagues feel empowered to access mental health wellness support without stigma or barriers. We will also further develop our global disability strategy and develop our colleague networks.

# Tapping into potential through apprenticeships

Anglo American's corporate apprenticeship programme, based at our London headquarters, plays an important part in our inclusion and diversity strategy by providing an opportunity to foster young and innovative talent from communities that might traditionally have been under-represented within our business.

Anglo American is proud to be a part of the UK government's vocational training and apprenticeship schemes, which were expanded in recent years to include office-based professions. The expansion served as the impetus after the successful launch of our Cyber Apprenticeship programme in our London offices in 2018. We saw this as an opportunity to recruit within our local diverse communities for office-based roles, and train talented people outside of the traditional recruitment pipeline, including people living with disabilities, carers and other harder to access groups.

**"Our aim is to give apprentices the opportunity to learn skills within a diverse FTSE 100 company environment that will set them up for a successful career. The scheme also provides our business with fresh perspectives and ways of thinking which will help us to be sustainable in the long term."**

For us, the value proposition has always been clear. Providing two-year apprenticeships permits young and diverse talent to work while receiving support to continue their studies in a relevant subject area – such as human resources, law, procurement and project management – while allowing us to develop a new and committed reservoir of talent. It also enables us to continue to foster a workplace that is inclusive and where people from all walks of life can thrive and contribute to the success of our business. To ensure we reached the right candidates, we brought in third-party recruitment experts, who created a transparent and rigorous three-stage selection process that targeted the talented youth market.

We have focused recruitment on communities and individuals who may not have easy access to education or workplace opportunities due to cost, caring commitments, background and other factors. Our apprentices combine four days of work with one day of learning each week, gaining both practical experience and required qualifications for their chosen area of work. Our first cohort of apprentices consisted of nine people and our second cohort consists of 15 people who are halfway through their apprenticeships.

## 24 Apprentices recruited in our first cohorts

The relatively small number was deliberate, as each apprentice is intensively supervised by a dedicated team among our managers and undergoes training in basic business skills, from competencies in office software suites to effective networking and presentation skills. Monthly team meetings are held with the apprentices. They take turns leading the meetings and doing safety shares and other tasks, which allows them to hone their skills in a safe environment. Their roles are developmental in nature and this on-the-job training, coupled with their buddies and their learning pathways, helps to develop them as professionals.

As part of the programme, we have also worked with the Camden Council, in the inner-city borough of London where our headquarters are located, to set aside three apprenticeship positions to be drawn from Camden residents. Camden is one of London's most diverse and vibrant boroughs.



Here, apprentice project administrator Basmin Dowlatzay (right) discusses a careers presentation with fellow apprentices Emily Mennie (left) and Rebecca Gordon at Anglo American's head office in London.



**"Being a part of the apprenticeship programme at Anglo American gives me the opportunity to work and be part of a team of experienced professionals, while expanding my skillset and benefiting from hands-on experiences. It is also an opportunity to gain industry-recognised qualifications, which helps validate my skills and knowledge. I think this experience with a FTSE 100 organisation will be instrumental in opening doors for the future, whether that be with Anglo American or with another organisation."**

**Basmin Dowlatzay**  
Project administrator (apprentice), Global IM

### What's next

The results of our UK apprenticeship programme to date have exceeded our expectations. Almost 90% of our first cohort of apprentices have either secured roles within Anglo American or moved on to jobs elsewhere, using the qualifications they gained with us.

Three apprentices have stayed at Anglo American, providing us with committed professionals with the knowledge and perspectives of their diverse backgrounds. Others have moved onto dynamic and promising careers with other organisations in their chosen fields. We are working diligently with the current cohort of 15 to help them achieve similarly positive long term outcomes.

While the UK apprenticeship programme was created to build on specific government policies, we believe it can be adapted to other geographies within our business. We are currently developing an apprenticeship programme for our South African headquarters and see the potential for roll-outs to other offices around the world. While the UK programme is still only on its second cohort, we believe it has proved to be a major success and blueprint for expanding our recruitment to include young talent that we may have missed in the past. The result is a small but growing group of talented and committed employees who make our business more diverse, stronger and ultimately sustainable.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

# Human Rights

We respect the UN and other international agreements recognising human rights. We work with governments at all levels and other authorities to ensure human rights are understood and protected as we strive to improve lives and livelihoods in host communities.

During the Covid-19 pandemic, incidences of gender-based and domestic violence in some of the areas where we operate increased alarmingly in many parts of the world. Featured in South Africa are a mother and her child in the Tinmyne Victim Empowerment Centre, which is supported financially by our Mogalakwena PGMS mine.

# Human rights

Consistent with our Values, we are committed to respecting human rights across every area of our business. To continually improve in this important area, we are embedding human rights as a foundation of the approaches and standards that we apply throughout our business and value chains.

We seek to make a positive impact on people's human rights and take appropriate action in the event that there are adverse human rights impacts that we have caused, contributed to, or to which we are directly linked through a business relationship.

## Our approach to human rights

### Our Human Rights Policy

Our respect for human rights fundamentally underpins our business. Amid continuously evolving legal, investor and stakeholder expectations related to respect for human rights, our own development over time has evolved towards greater awareness and attention to due diligence across different functions. We seek to go beyond legal requirements to understand systemic human rights vulnerabilities in host communities and how we can help address them.

Consistent with our commitments, we have enshrined human rights as one of the six Critical Foundations of our Sustainable Mining Plan. Respect for human rights is stated explicitly in our Code of Conduct and is reflected in our Values. Specific commitments are expressed in our Group Human Rights Policy, which is aligned with the UN Guiding Principles on Business and Human Rights (UNGPs).

Our commitment to human rights is further expressed through our being a signatory to the UN Global Compact, the Voluntary Principles on Security and Human Rights, and the Business Network Commitment on Civic Freedoms and Human Rights Defenders.

### Human rights due diligence

Due diligence is central to Anglo American's approach to human rights. As part of the ongoing process to identify and manage key human rights risks, we have integrated due diligence into existing standards that apply to our critical risks and, increasingly, business activities that cut across several risk areas.

The primary Group standards and policies that support due diligence for salient risks – particularly for those risks where there is heightened risk of causing or contributing to adverse human rights impacts – include the Social Way, SHE Way and the Group Security Policy, as well as several labour-related policies (such as the inclusion and diversity, and anti-bullying, harassment and victimisation policies).

### Our salient human rights risks

Our most salient human rights risks relate to occupational health and safety, the environment, labour, communities, security and human rights, and our supply chain. While these risks have the potential to affect human rights, a key element of managing these risks is through our compliance with relevant legislation. Accounts of our approach and performance in relation to these salient risks are covered in applicable sections of this report. Human rights risks that are not addressed comprehensively under these topics are included in this section.

### Our Responsible Sourcing Standard for Suppliers

We have embedded our approach to human rights and our expectations for suppliers in our Responsible Sourcing Standard for Suppliers. The Standard sets out our expectations of suppliers in relation to protecting the health and safety of workers and the environment, respecting labour and human rights, contributing to thriving communities, and ethical business conduct. It clarifies steps that suppliers must take to comply with the standard. All suppliers are expected to commit to responsible business practices and complete self-assessment questionnaires. (See more on *Responsible Sourcing practices on page 89.*)



Featured is finance manager at the Thabazimbi gender-based violence refuge, Thabang Shongwe, who in his spare time is creating a vegetable garden for the facility.

In 2022, 216 of suppliers completed self-assessment questionnaires. These suppliers were selected for engagements as they provide goods and services in categories with higher potential for risk. These risks relate to hazardous working conditions, working hours and a high volume of temporary workers employed. A limited number of third-party assessments were conducted as suppliers had provided documentation and attestations where risks were suspected. In 2023, follow-up assessments will be conducted to ensure that identified risk areas have been adequately remediated.

### Contractor management

A process is under way to define the minimum requirements for all contractors, and additional requirements for contractors who fall into various risk categories. Human rights are being integrated throughout this process, including the specification of minimum labour rights standards. (See more on *Contractor Safety on page 26.*)

### Modern slavery statements

We aim to be part of an ethical value chain that respects human rights and is free from slavery. We have published several modern slavery statements in compliance with the UK Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018. Our latest statement is a joint statement, made in accordance with the UK MSA and Australian MSA. In 2022, we completed the modern slavery hotspot analysis to improve our understanding of modern slavery risks across our value chain. A total of 15 potential hotspots were identified, based on likelihood and severity. The most material supplier and labour categories related to information and communications technology (ICT) products and services, renewable energy,

construction, personal protective equipment and workwear, and shipping. Further investigations into the 15 hotspots will be conducted to evaluate the effectiveness of controls in place to address the most pronounced risks.

### Indigenous Peoples

With great respect for the close connection of Indigenous Peoples to the land, we remain committed to obtaining and maintaining Free, Prior and Informed Consent (FPIC) for all relevant projects, in line with the 2013 ICMM Position Statement on Indigenous Peoples and Mining and International Finance Corporation (IFC) Performance Standard 7(2012). We have incorporated this commitment into the Social Way 3.0. In Canada, where our operations affect Indigenous Peoples, we have worked with the local First Nations communities to agree impact and benefit agreements.

At our Steelmaking Coal operations in Australia, we have established cultural heritage management agreements with the traditional owners of the lands in which we operate. Developed through engagement with traditional owners, our revised Reconciliation Action Plan is a framework for Anglo American to support the national reconciliation movement and to contribute to achieving reconciliation internally and in the communities in which Anglo American operates.

### Activities in 2022

#### Marketing and human rights

In 2022, our Marketing business continued to make progress in strengthening its approach to managing potential human rights risks linked to its business activities. For the last few years,

human rights considerations have been integrated into the due diligence process for sourcing and origination deals. In addition every potential deal undergoes scrutiny by an expert for human rights risks. In 2022, Marketing continued to enhance its approach to responsible sourcing, aligned with changes in legislation and global expectations.

Marketing's Know Your Counterparty (KYC) process was updated with human rights topics to ensure they receive adequate consideration, and contractual controls to combat modern slavery were updated. A human rights process has also been developed for shipping counterparty audits, alongside a standard modern slavery clause for shipping contracts.

#### Training and awareness

Work continued to raise awareness across the Group on how human rights intersects with various areas of the business. As part of these efforts, we prepared briefs that provide an overview of the topic, as well as specific guidance on the use of drones, children's rights, climate change, modern slavery and water access.

We continued work on human rights training, including developing a new suite of training modules. The basic human rights training module, for both employees and contractors, was launched in December 2022. It will become part of mandatory compliance training for most connected employees in 2023. We also began rolling out more tailored modules for specific functions to address risks related to their parts of the business, starting with the business development, shipping and sustainable development teams. In 2023, we aim to release our standardised Voluntary Principles training modules and deliver bespoke training for Marketing, Human Resources, Supply Chain and business units.

#### Executive and Board reporting

A human rights update is presented to executive committees and the Board's Sustainability Committee at least annually, with additional topics presented as the need arises.

#### Engagement with NGOs on human rights

We remain committed to building and maintaining relationships with NGOs, both at a local and global level. We also recognise that partnering with organisations working specifically in the field of human rights is crucial to delivering a positive contribution to our stakeholders.

During the year, we worked with the Alternative Mining Indaba, the Business Network on Civic Freedoms and Human Rights Defenders, the Institute for Human Rights and Business and other organisations to advance our important work in this area. Part of our collaboration with NGOs was on our Modern Slavery Statement for 2021, which we published in July 2022.

— For more information  
Visit [www.angloamerican.com/slavery-report-2021](http://www.angloamerican.com/slavery-report-2021)

#### Incidents and grievances

Incidents and grievances can be reported in various ways, including through YourVoice, operational grievance mechanisms and internal reporting processes. Since human rights touches on almost every aspect of human life, a number of incidents relate in some way to human rights. Our focus is therefore on incidents with the most severe actual or potential human rights impacts. Such incidents are generally categorised as incidents with Level 4–5 safety, health, environment or social consequences. Safety incidents with severe human rights impacts involved two losses of life in 2022. No severe health incidents were reported. There were no Level 4–5 environmental incidents in 2022 and there were no severe human rights impacts associated with Level 3 incidents reported. Similarly, no incidents with Level 4–5 social consequence were reported, and all Level 3 incidents were assessed for human rights impacts without any severe impacts identified.

Adverse impacts on labour rights in the workplace outside of safety and health – such as discrimination, bullying, victimisation and harassment – are reported through YourVoice or human resources processes, but not currently categorised using the same 1–5 severity levels. (See *YourVoice reports on pages 35–36.*)

#### Responsible resettlement

Displacement and resettlement as a result of our activities is a complex and sensitive issue, which we handle in line with international best practice. While we always seek to avoid or minimise resettlement caused by our activities to the extent possible, we have a number of ongoing and planned resettlement projects.

With strengthened governance in place, we are able to proactively identify instances where our long term life of asset plans may cause future displacement and resettlement. The identification of a potential pipeline of land access needs, integrated into long term mine planning, creates an opportunity to change technical project designs earlier in the planning process. In this way, we can avoid resettlement and find alternative solutions where possible, reducing the impact on communities, and mitigating projects risks and costs.

Where we can no longer avoid or further minimise displacement and resettlement, our standard on land access, displacement and resettlement – launched as part of the Social Way 3.0 – increases the robustness of our planning and preparation for execution. We believe that this approach helps deliver improved quality of life outcomes for the involved communities.

All new resettlement projects are now treated as capital investment projects. This means resettlement planning is subject to rigorous and independently assured stage-gating, must be approved by the Investment Committee of the GMC,

and undergoes thorough review by senior leaders, supported by subject matter experts.

In 2022, land access, displacement and resettlement processes were applicable to 13 of our managed sites – these processes were assessed against the Social Way 3.0 requirements as part of the annual third-party Social Way 3.0 assurance process. Our long term approach to potential future resettlement projects prioritises design alternatives to avoid or minimise these potential future impacts.

Recognising the complexity of re-establishing livelihoods and achieving positive sustainable resettlement outcomes, we consult extensively with affected parties throughout the resettlement process. Continuous monitoring and evaluation enable us to take relevant corrective measures, as required, to ensure we meet our standards.

At our Mogalakwena PGMs mine in South Africa, we are making steady progress to relocate the last remaining households at Motlhotlo, thanks to consistent and targeted engagement with the affected households. We are engaging in a comprehensive monitoring and evaluation programme to track the post-resettlement living conditions of relocated households. In 2022, we also commenced the resettlement planning of Skimming and Leruleng villages. Planning is expected to be completed in 2024.

In Brazil, our ongoing voluntary resettlement programme is open to communities living downstream of our tailings facility at Minas-Rio. Proposed legislative changes regarding tailings safety have prompted us to extend this programme to communities beyond the currently legislated area.

#### Gender-based violence

Everyone has the right to work in an environment that is safe, healthy and free from discrimination. These basic rights underpin the Living with Dignity framework to tackle gender-based violence (GBV) that we launched at the end of 2019.

The framework recognises the interlinkages between the experiences of employees at work, at home, and in their communities. Living with Dignity represents a call to action for all parts of the business to work towards a mining ecosystem that is free from harm and supports dignity and equality.

The launch of the Living with Dignity Hub in South Africa is a recent example of how we are investing in providing employees and contractors experiencing harm at home or at work with an additional and independent way of accessing support. (See *case study on the Living with Dignity Hub on page 48.*)

On the community front, our work on tackling GBV focuses largely on gender mainstreaming, starting with a full review of our core policies and processes to ensure they deliver positive outcomes for women and other vulnerable groups. This process includes integrating requirements that protect the vulnerable groups we work with in communities against sexual exploitation and abuse.

Outside of our work on gender mainstreaming, we launched two major projects in 2022. First, we were a founding member of the Minerals Council of South Africa partnership with the National Prosecuting Authority and the National GBVF Response Fund. The partnership supports a collaborative approach between mining companies and the aforementioned entities to strengthen GBV response measures in mining communities through 'one stop centres' called Thuthuzela Care Centres. These centres offer victims – in most cases women and children – medical, psycho-social and legal support and increase significantly the likelihood of successful conviction of perpetrators.

The second project is a national campaign to ensure that survivors of rape have better access to care and justice. The project is a collaboration between Anglo American and several partners – Rape Crisis, Mosaic, the Institute of Security Studies and the University of Cape Town Nelson Mandela School of Public Governance – and is being funded through a grant from Co-Impact Gender Fund.

#### Next steps

In 2023, we will remain focused on embedding respect for, and protection of, human rights throughout our policies and practices. We will continue to develop and launch training modules tailored for specific business functions to promote understanding of potential human rights impacts and related expectations.

We will continue to develop operational due diligence guidance and functional measures for areas such as mergers and acquisitions, and significant investment decisions, as well as legacy issues covering potential human rights risks and responsibilities when we divest a business. Ensuring we have the right policies and processes in place to cover labour risks related to human rights will continue to be a focus. Within our business, we will integrate human rights into contractual controls with all our business partners where there are potential risks.

Gap analyses will be conducted for potential modern slavery hotspots and action plans developed, should we find controls that need to be improved.

We will remain focused on the challenge of GBV as part of a connected approach to confronting broader health issues. A new three-year action plan will be developed to further embed human rights considerations as a foundational element of our business processes.

# Tackling gender-based violence through our Living with Dignity Hub

In March 2022, Anglo American established a centre of excellence in South Africa dedicated to preventing and responding to bullying, victimisation and harassment, including sexual harassment. Called the Living with Dignity Hub, it operates as an independent office with the necessary resources to provide ongoing and committed support to employees and contractors.

## Fostering an environment of physical safety

Keeping our workforce safe and well is always front of mind at Anglo American. We are determined to provide a safe, inclusive, and diverse work environment where we act with integrity and treat each other with care, respect and dignity, in a workspace free from violence and harassment.

Our Living with Dignity Hub is an important element in the effort to embed psychological safety in the mindset of each individual who works for us.

The Living with Dignity Hub is a centralised office, based in Johannesburg, South Africa, that seeks to provide preventative and responsive strategies to address harmful behaviour in the workplace. It is the main point of contact for all information, advice and assistance an employee or contractor may require in regard to sexual harassment, gender-based violence (GBV), domestic violence and bullying and victimisation (collectively known as 'dignity harms'). In this role, the Hub co-ordinates all formal complaints related to these issues across our businesses in South Africa.

The Hub receives reports of dignity harms and appropriately addresses them through effective case management and end-to-end support for victims. It is an additional reporting channel for our employees and contractors in South Africa who may require advice and assistance regarding dignity harms.



"The Hub is much more than a place to hear and respond to reports of dignity harm; we think of it as a 'centre of excellence' that expands our knowledge of the drivers of, and connections between, physical and psychological violence."

## Vanessa Doble

Head of Living with Dignity Hub, Anglo American South Africa

## An independent entity with the Group's support

Although it is financially supported by Anglo American and works closely with our human resources teams and business units, the Hub acts as an independent channel. It is staffed by a core staff of five experienced professionals who respond to incidents raised with them and talk victims through the available support, complaints processes, investigation procedures and options available to resolve a complaint.

The Hub takes an evidence-based approach to complaints. Keeping an open mind at all times, the Hub looks at ways in which such complaints can be resolved to provide the most effective intervention in addressing dignity harms. In keeping with its zero-tolerance approach, the Hub logs and responds to all matters brought to its attention. No misconduct is excluded or excused, and all matters are taken seriously and dealt with.

## Changing our culture through our Living with Dignity framework

Building a safe and inclusive culture has been a focus for us for many years. While we recognise that culture change takes time, we also understand that it is the basis of systemic behavioural change. We seek solutions in two primary areas. The first is enabling prevention. We focus on awareness, education and working to support victims and bystanders to report incidents, while also providing the mechanisms to help perpetrators address and overcome their behaviour. The second is strengthening response services. This means having very clear policies, escalation and disciplinary processes that underpin a clear zero-tolerance message.

As part of this focus on cultural change and with a mandate to ensure the independence of the Hub, we appointed Nozipho January-Bardill to be our Living with Dignity ambassador in March 2022. A former ambassador to Switzerland for South Africa, she has a background in human rights and was an expert member of the UN Committee on the Elimination of Racial Discrimination. She also served as chief of staff and adviser of UN Women in New York and the South African Multi Country office in Pretoria. Nozipho has extensive experience in promoting and protecting the rights of women and children through more direct and active engagement in developing services to victims of GBV and other affected persons.

# 139 cases

Handled by the Living with Dignity Hub since opening

## What's next

We recognise that building a safe and inclusive culture is constant work and we are committed to listening to our people and other stakeholders that are close to our business every day. We are proud of the initial results that we have seen from the Hub, which handled 139 cases since opening, establishing itself as the place to get help when it is most needed.

Anglo American has implemented the Hub as a pilot concept, which if proven to be successful, may be implemented globally.

In addition to the Hub, we are also working in partnership with a range of organisations to strengthen prevention and response work beyond our operations. This includes our participation in the development of a South African national mining sector partnership with the Thuthuzela Care Centres (TCCs). TCCs are one-stop centres that bring all necessary state services together, from medical assistance to psycho-social support, and legal assistance. They serve to offer victims of abuse the best possible care and response, in a victim-centric manner and in a safe environment. The partnership was launched at the end of 2022 and will lead to improved services in mining communities over the next years.

— See more on [www.angloamerican.com](http://www.angloamerican.com)



Project specialist Michelle Herandien at the recently opened Living with Dignity Hub in Johannesburg, South Africa.



# Governance and policies

This section incorporates our 'Group standards and processes' and 'Compliance with legal requirements' critical foundations. Our comprehensive set of policies and standards helps us to manage and mitigate risks, as well as ensure that we uphold the commitments we make to our stakeholders and work towards a common set of ambitions. We also need to be cognisant of evolving international mining best practice – which may well go beyond legal-compliance requirements.

As part of our Platinum Group Metals business's Zero Waste to Landfill policy, Margaret Molepo, an environmental worker at Mogalakwena mine in South Africa, notes progress on a soil remediation and composting project where food waste is added to wood chips to create compost.

# Sustainability governance

**Sustainability is at the heart of Anglo American, and our governance structures are set up to support us in our progress towards delivering our sustainability targets, including our Sustainable Mining Plan goals. In this section, we review the roles of the Board's Sustainability, Audit and Remuneration committees, as well as the Group's sustainability governance structure.**

The role of the Anglo American Board of directors is to promote and safeguard the long term success of the business, while considering the interests of its various stakeholders. At the date of this report, the Board comprises nine directors: the chairman, two executive directors and six independent non-executive directors. The Integrated Annual Report includes a full description of our approach to corporate governance.

Four standing committees – the Sustainability, Audit, Nomination and Remuneration committees – are designated to take on certain responsibilities on the Board's behalf.

The Sustainability Committee holds accountability for overseeing how Anglo American manages its most material sustainability issues. The committee meets four times a year and its members are: independent non-executive directors Ian Ashby (chairman of the committee); Marcelo Bastos and Nonkululeko Nyembezi; Stuart Chambers (chairman of the Board); and chief executive Duncan Wanblad (appointed 20 April 2022). Elisabeth Brinton, Mark Cutifani and Tony O'Neil served as members of the committee during the year until they stepped down from the Board. Business unit CEOs, the Group directors of corporate relations and sustainable impact, and of people and organisation, the Group general counsel and company secretary, and the Group heads of safety and sustainable development also participate in meetings. Other non-executive directors and members of senior management are invited to attend meetings as necessary, at the invitation of the chair.

As part of its overall mandate to oversee audit, internal control and risk management, the Audit Committee reviews the principal risks to the Group, including those related to potential catastrophic events and material sustainability issues.

The Audit Committee has responsibility for monitoring the Group's whistleblowing programme, described in more detail on pages 35–36.

The Remuneration Committee determines the remuneration of executive directors, the chairman and senior management, and oversees remuneration policy for all employees. At Anglo American, the performance-based remuneration of all employees includes targets that measure our safety, health and environmental performance. Annual performance incentives for executive directors and senior management include targets relating to the following:

- Total recordable injury frequency rate (TRIFR)
- Environmental metrics
- Employee well-being assessments
- Supporting employment in host communities
- Women in management
- Water efficiency
- Elimination of Fatalities.

Safety continues to play a big part in the calculation of our employees' compensation through the safety deductor, further aligning bonuses to our safety culture and our focus on the Elimination of Fatalities.

The performance conditions applicable to awards granted to executive directors and senior management in 2019, 2020, 2021 and 2022 under the Long Term Incentive Plan include metrics relating to:

- employee well-being
- water management standards and fresh water withdrawals
- GHG emissions
- renewable energy supply
- energy efficiency
- management of tailings storage facilities
- jobs supported off site.

## Executive structure

The Board delegates executive responsibilities to the chief executive, who is advised and supported by the Group Management Committee (GMC). This committee comprises the chief executive, business unit CEOs, Group directors of corporate functions, and the Group general counsel and company secretary. Matt Daley, Group director – technical, has accountability for matters relating to safety, sustainable development, and supply chain disciplines. Social performance, human rights and the implementation of our Sustainable Mining Plan fall within the ambit of Anik Michaud, Group director – corporate relations and sustainable impact.

The GMC is supported by the corporate, operational, investment, innovation, and marketing risk committees. Given the wide nature of their impact, sustainability matters are included in all committees' considerations through the material they cover and the expertise of their members.

## Sustainable Mining Plan – Steering Committee

Anglo American's sustainability governance framework supports an integrated, multi-disciplinary approach to sustainability, principally through our Sustainable Mining Plan (SMP).

The SMP governance structure aims to align sustainability with our Purpose, ambition and strategy, through delivery of our commitments, and consists of the following:

- The Board's Sustainability Committee assists the Board in providing the overall strategic direction of our SMP and convenes annually for an update.
- The GMC acts as the Steering Committee to provide oversight of our SMP commitments and convenes twice a year. The Steering Committee's responsibilities include overseeing progress on the implementation of our commitments;

Topics covered in 2022 by the Sustainability Committee

- Progress of the Group's Elimination of Fatalities programme, designed to achieve a zero fatality business
- Review of the Group's principal risks relating to sustainability
- Updates on the decarbonisation programme for the Group's Scope 1 and 2 greenhouse gas emissions and monitoring achievement of carbon neutrality targets
- The management of physical climate change risks and resilience across the Group
- Delivery of Sustainable Mining Plan, including activities to better embed and integrate sustainability across the business
- Social performance, community land access, displacement and resettlement issues across the Group
- Cultural heritage management
- Collaborative Regional Development and socio-economic development
- Human rights trends and human rights litigation risks
- Anglo American's 2021 Sustainability Report
- Outcomes of the 2021 external audit of the Group's sustainability data for inclusion in the 2021 Sustainability Report
- Permitting: the current permitting environment
- 2021 Social Way 3.0 assessment results and update on implementation across the Group
- Geotechnical risk management – an update on the challenges and initiatives to sustainably eliminate rockfall fatalities at mining operations
- Tailings and water storage facilities stewardship
- Fire and explosives risk management
- Shaft risk management
- Aviation-related safety risks
- An update on global workplace health and wellness programmes
- The development and roll-out of Process Safety Management across our operations
- Power supply reliability in South Africa – risk mitigation and opportunities
- Future safety metrics and key performance indicators for safety
- Review of annual bonus and incentive plan measures proposed to the Remuneration Committee in relation to sustainability
- Committee effectiveness.

ensuring our commitments remain relevant and appropriate; ensuring material opportunities or issues affecting the implementation of the SMP are being effectively managed; and approving any material changes to our commitments prior to Sustainability Committee approval.

- The SMP Working Group, consisting of the Group heads of our SMP stretch goals and critical foundations, Group heads of departments and the heads of sustainability for our business units, ensures the effective implementation of our SMP across the Group, and convenes twice a year. The Working Group's responsibilities include ensuring the delivery of our commitments is integrated across the organisation; the full impact of our plans is understood and managed; and identifying any material opportunities or issues affecting the SMP, including developing interventions as appropriate.
- We have established a business unit Community of Practice that meets quarterly to share internal and/or external best practice associated with the implementation of our SMP.

### Organisational structure

Anglo American is headquartered in the UK and its ordinary shares are listed on the London Stock Exchange (the primary listing), as well as the Johannesburg, Swiss, Botswana and Namibian stock exchanges.

The business is managed as five operating units:

- De Beers
- Base Metals (Copper and Nickel)
- Platinum Group Metals (PGMs)
- Bulk Commodities (Iron Ore, Steelmaking Coal and Manganese)
- Crop Nutrients (in development).

Collectively, these business units comprise more than 30 mining operations and 10 processing operations in Australia, Botswana, Brazil, Canada, Chile, Namibia, Peru, South Africa, the United Kingdom and Zimbabwe. De Beers also owns a range of commercial and industrial enterprises across various geographies. (See page 98 for a full list of managed and joint operations.)

Corporate functions and the Marketing business support our business units. The corporate centres host Technical and Sustainability, Corporate Relations and Sustainable Impact, Human Resources, Finance, and Strategy and Business Development functions. Their role is to set the performance expectations we have of operations, offer expert advice and support services to operations facing complex challenges, and monitor the effectiveness of critical programmes.

The Marketing business seeks to harness the potential of our diversified portfolio to provide a commercial offering that responds to customer requirements, is supported by consistently high quality service, and reflects society's

increasing expectations for responsible production and sourcing.

### Portfolio management

Our portfolio of world class operations, development projects and undeveloped resources provides many of the metals and minerals that enable a cleaner, greener, more sustainable world through a lower carbon global economy and that meet the fast growing consumer-driven demands of developed and maturing economies. We are a responsible producer of diamonds (through De Beers), copper and nickel, platinum group metals, and the steel ingredients of iron ore and steelmaking coal. The exit from the last of our thermal coal operations in 2021, the delivery of the Quellaveco copper mine in Peru in 2022, and the ongoing development of our Woodsmith project (Crop Nutrients business) represent the latest phase of our portfolio trajectory towards future-enabling products.

Our commitment to the responsible production of premium quality metals and minerals tailored to customers' requirements is well aligned with the rapidly evolving needs of a consumer-driven world and its growing population. And the transition to a greener, decarbonised world is focusing efforts to deliver the full promise of renewable energy and zero emission transport – again supported by our suite of base and precious metals and our pioneering work to help realise the potential of hydrogen for transport and integrated clean energy systems.

### Operating Model

The Anglo American Operating Model provides structure, stability and predictability in the way that we plan and execute every task. Planned work is inherently safer and more cost effective than unplanned work. We have implemented the Operating Model across all managed assets and cemented a strong foundation for safe and sustainable business performance.

### Permitting

Anglo American needs legal permission to undertake various mining activities at every step of the mining process – from exploration to marketing. These permits, granted by relevant authorities, incorporate binding conditions and commitments that we need to monitor to ensure we are compliant.

In 2022, we observed a continued rise of societal expectation around ESG and climate change actions, resulting in increased scrutiny of mining sector permitting processes. The industry is faced with increasingly stringent regulatory frameworks and complex permitting ecosystems, leading to a rising number of permit delays and rejections globally.

In this complex context, Anglo American had a number of key permits approved across the business, including for the Quellaveco copper mine in Peru, which allowed us to safely start production, on schedule, in July 2022. Key to obtaining

those permits was a custom-designed collaborative model we developed to identify project needs, define permit strategies, evaluate associated risks, generate specific data, and socialise clear messages with external stakeholders such as authorities and host communities.

The Group also experienced a number of challenges related to permitting in the year. In Chile, two environmental permits related to our Los Bronces and El Soldado mines were initially denied by the local authorities. Anglo American has been working with the competent authorities to reverse these decisions by demonstrating our commitment to sustainable operations that have the potential to deliver a positive impact to the environment and the communities around the operations.

Our Group Integrated Permitting function supports our business units and sites to navigate the increasingly complex permitting landscape. During 2022, we started reviewing our internal procedures to ensure alignment with industry and regulatory trends, promoting continuous improvement of our permitting practices and management of our permitting risks. This work is crucial to eliminate, minimise and/or mitigate potential impacts on our Group pillars of value. Driving excellence in permitting practice throughout the mining lifecycle is an integral element of our licence to operate, including building trustful partnerships with regulators and permit granting agencies.

### Operational risk management

We safeguard our people, assets, legal position, reputation, communities and the environment by understanding safety and risk to best serve the long term interests of our stakeholders and deliver on our strategy and commitment. This goal is at the core of our Group Integrated Risk Management Policy.

Our approach to operational risk management (ORM) supports the Integrated Risk Management Policy and Framework as part of our Operating Model. The ORM process is a four layer approach to manage risk effectively across all activities that affect an operation. It helps operational colleagues to understand, plan against and mitigate unwanted events. Core to ORM is the identification, management and assurance of critical controls, particularly in respect of high operational risks that could result in fatalities, as well as those that could be catastrophic.

We continuously provide comprehensive risk management training to employees. Risk management also plays a role in how we evaluate and reward performance. We include leading and lagging indicators related to risk management in employees' key performance indicators and business unit scorecards.

The effectiveness of ORM is being further strengthened by the Risk and Assurance Governance Policy and Framework that is based upon the Institute of Internal Auditors' Three Lines Model.

### Assurance

Anglo American's Business Assurance Services (ABAS) provides independent assurance to the Board's Audit Committee about the design adequacy and operating effectiveness of the governance, risk management and internal controls that mitigate risk across the Group.

In addition, the ABAS team works with subject matter experts to provide assurance on the design adequacy and operating effectiveness of the governance, risk management and internal controls associated with priority catastrophic and sustainability-related risks at operations. These operational risk audits are conducted on a rotational basis, with follow-up audits performed to verify that agreed management actions related to significant findings have been addressed. In scoping these audits, priority is given to catastrophic risks. In 2022, we conducted 108 operational risk audits, of which 30 were follow-up audits. The results are reported to the Board's Audit and Sustainability committees.

Regarding external assurance: 37 operations assure their compliance with ISO 14001 and/or ISO 45001.

A number of our operations have undergone third-party assurance and certification through the Initiative for Responsible Mining Assurance (IRMA), the Responsible Jewellery Council (RJC) and Copper Mark. (See more on Ethical Value Chains on pages 86–87.)

# Policies and standards overview

## Our policies and standards

### The Anglo American policy framework

Our policy framework (illustrated below) applies across our managed operations and wider Group business activities. Where Anglo American does not manage or operate a site, but it is associated with a site through a business relationship (such as a joint operation or other business partnership), we will seek to influence the site to adopt a best-practice framework commensurate with our policy requirements or best international practice and, at a minimum, to comply with local laws and requirements.

Group Technical, Safety, and Sustainable Development Standards define the minimum requirements we set for our operations to manage a wide range of specific issues. In relation to sustainability, these include, for example, the management of water, energy, tailing storage facilities and various technical aspects of mining that relate to safety.

Through our responsible sourcing programme, we aim to ensure that those we do business with follow a set of minimum standards of responsible business conduct, that are comparable to what we expect of ourselves.

The policies and standards landscape at Anglo American is a 'Plan, Do, Check, Act' management process to achieve continuous improvement. This means that all our policies and standards are a part of a planned review process where we assess our commitments, stakeholder expectations, and industry best practice, in order to improve the quality of these policies and standards.

### Policies and standards

Our Group Policies and Technical Standards, describe how the principles set out in the Code of Conduct are deployed. We also have two management system frameworks (the SHE Way and Social Way 3.0) that address the management of sustainability issues and align with topic-specific policies mentioned throughout this report.

These apply throughout the Group and set out the vision, principles, policies, management system requirements and performance expectations for addressing our core sustainability risks and opportunities.

### Our Code of Conduct

Our Values and the way in which we, as individuals, are expected to behave are the foundation for our Code of Conduct. Acting according to these Values and behaviours defines our culture as an organisation, underpinning our good reputation and the promise we make to all our stakeholders. Our Code applies to everyone in Anglo American and brings together the requirements for ethical business conduct that we all need to follow. We also expect our contractors, suppliers, agents and industry associations of which we are a member, along with their employees, to work and act in a way that is consistent with our Code (See more on the activities related to the Code of Conduct on pages 36–37.)

— For more information on Code of Conduct  
Visit [www.angloamerican.com/code-of-conduct](http://www.angloamerican.com/code-of-conduct)

### The Anglo American Safety, Health and Environment (SHE) Way

Aligned with our Purpose, Values and internationally recognised SHE standards (ISO 45001 and 14001), the SHE Policy embodies three guiding principles:

- Zero mindset: we apply the hierarchy of eliminating, avoiding, minimising, mitigating, remediating, rehabilitating and offsetting the impacts and risks arising from our activities
- No repeats: we take all necessary steps to continuously learn from what has gone right and what has gone wrong, acting to prevent unwanted recurrences and leverage learnings to continuously improve
- Simple non-negotiable standards: we apply common, non-negotiable minimum standards and procedures throughout the Group.

A refreshed SHE Policy was published in 2022, which includes additional external SHE expectations and provides clarity on Group deliverables. Training on the SHE Policy was launched for connected employees through the internal Learn+ platform, and in-person training was rolled out through induction programmes and in-person learning across operations.

Anglo American also has a Safety, Health and Environmental management system framework, SHE Way V.2. The SHE Way is supported by technical specifications and tools that assist practitioners in implementation and enable consistent best-practice approaches when applying the requirements.

- For more information on SHE Way V.2  
Visit [www.angloamerican.com/she-way](http://www.angloamerican.com/she-way)
- For full copies of our SHE Way standards  
Visit [www.angloamerican.com/she-policy](http://www.angloamerican.com/she-policy)

Our SHE Way Readiness Assessment serves three combined purposes: it is the first-line internal assurance tool for the SHE Way, an internal audit tool for ISO 45001 and ISO 14001 certifications, and a preparatory assessment for external ISO certification audits.

The SHE Way Community of Practice continues to foster collaboration and problem-solving among SHE practitioners. Over 35 pre-recorded sessions have been made available online, covering training content, relevant topics and toolkit use as well as recordings of live interactive sessions hosted by the Community of Practice. These are all provided with translated subtitles to cater for our diverse first-language speakers globally, and increase access to information and knowledge that are central to effective implementation and compliance.

### The Anglo American Social Way 3.0.

Our Social Way continues to provide a social performance management framework for all Anglo American-managed sites, at all phases of development. In 2020, we launched the Social Way 3.0.

Aligned with our Purpose and our strategic business objectives, the industry-leading Social Way 3.0 embeds international standards and best practice and sets out clear minimum requirements to:

- Engage with affected and interested stakeholders
- Avoid, prevent and, where appropriate, mitigate and remediate adverse socio-economic impacts
- Maximise socio-economic development opportunities.

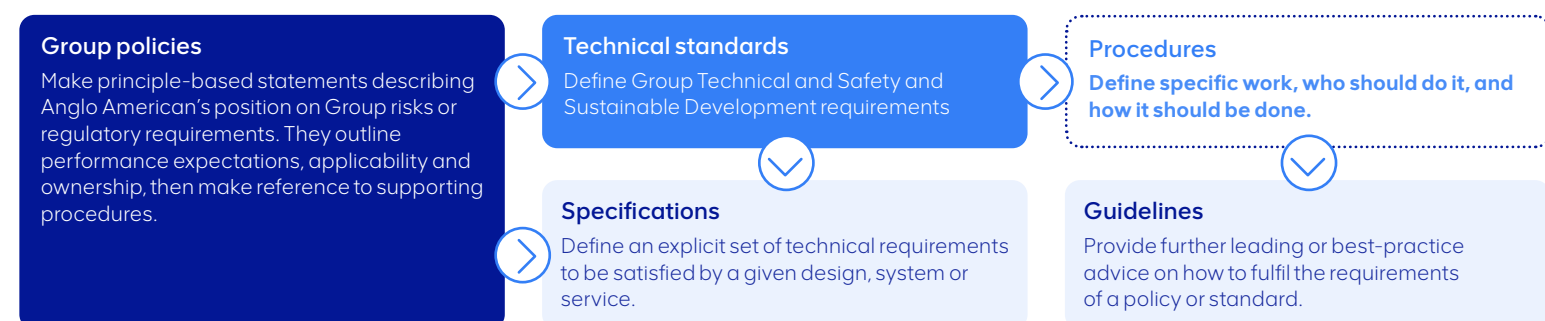
The Social Way 3.0 emphasises the integration of social performance into our core operational planning and processes, including our Operating Model and Sustainable Mining Plan. The Social Way Management System is one of the main vehicles through which we are working to achieve some of our ambitious Sustainable Mining Plan commitments.

The Social Way 3.0 requires an integrated and cross-disciplinary approach to the management of social performance at site level. External, independent assessors carry out annual assessments of implementation across all our managed operational sites, as well as De Beers' non-managed joint operations.

The Social Way 3.0 is readily available as a reference for other companies through an interactive web platform which consists of the policy and the toolkit.

- For more information on the Social Way 3.0  
Visit <https://socialway.angloamerican.com/en>

### The Anglo American policy framework




■ Owned by Group functions  
□ Owned by business units and/or sites

# Healthy Environment



Maintain a healthy environment by creating carbon neutral operations that use less fresh water and deliver positive biodiversity outcomes.

## Global stretch goals

-  Climate Change
-  Biodiversity
-  Water usage

## Sustainable Development Goals



During the winter, we made 25,000 m<sup>3</sup> of artificial snow to protect the routes and working sites of the area under research at our Sakatti base metals project in northern Finland. After the winter season, the snow can be piled up and covered for the summer, while there is usually a significant amount remaining that can be used the following winter.

# Healthy Environment

We are stewards of the land and ecosystems around our operations and our vision is a healthy environment, where not only do we minimise impact, but we deliver positive and lasting environmental outcomes.

## Global stretch goals

## Milestones and targets

## Progress in 2022

## Material matters



### Climate change

To achieve carbon neutral operations.

**2030:** Reduce net greenhouse gas emissions by 30% and improve energy efficiency by 30% against the 2016 baseline. Be carbon neutral across 8 of our sites.  
**2040:** Be carbon neutral across our operations. Ambition to reduce Scope 3 emissions by 50%.

In 2022, our GHG emission (Scopes 1 and 2) decreased by 9% to 13.3 Mt CO<sub>2</sub>e, compared with 2021. Our emissions in 2022 are, therefore, 1% lower than the 2016 baseline on which our 2030 target is set. In 2022, our total energy consumption was marginally lower than the prior year at 83 million GJ. Our energy intensity has improved by 6% compared with the 2016 baseline.

- Tackling climate change
- GHG emissions
- Energy



### Biodiversity

To deliver net positive impact (NPI) across Anglo American through implementing the mitigation hierarchy and investment in biodiversity stewardship.

**2030:** Deliver NPI on biodiversity across Anglo American.

All sites are progressing their biodiversity management programmes and are on the right trajectory to ensuring that nature is visibly and measurably on the path of recovery.

- Biodiversity



### Water

To operate mines that use less fresh water in water scarce areas.

**2030:** Reduce the withdrawal of fresh water by 50% in water scarce areas against the 2015 baseline.

Our fresh water withdrawals decreased by 3% to 35,910 ML compared with 2021. This relates to a 26% decrease relative to the 2015 baseline.

- Water

## Other material matters

### Environmental management

We are committed to being stewards of the natural environment in which we operate. We seek to minimise the footprint of our operations on the land and ecosystems.

### Air quality

We aim to reduce emissions at source and use digital technologies to advance our goal of making a positive impact on people's lives.

### Mineral residue management

We are an industry leader in our approach to managing tailings safely and continue to develop and implement technological solutions to manage the risks associated with tailings storage.

### Circular economy and materials stewardship

We are applying circular economy principles to help in our bid to provide materials in an efficient and ethical manner while eliminating waste in all forms across the value chain.

# Tackling climate change

## Climate change is the defining challenge of our time. Understanding the implications for Anglo American is a significant strategic matter for us.

Mining's critical enabling role in providing the metals and minerals needed for a low carbon world is increasingly recognised. Against this backdrop, we recognise our responsibility to understand the impact of our business, to minimise our footprint and maximise the value we create for all our stakeholders. Doing so is right for the long term sustainability of our business, and the right thing for society. In achieving this, we are guided by our Purpose.

The Intergovernmental Panel on Climate Change's (IPCC) Sixth Assessment Report concluded that without immediate, rapid and large-scale reductions in greenhouse gas emissions, limiting warming to 1.5°C or even 2°C will be beyond reach. To achieve the necessary reductions, governments, business and civil society need to work together to shift from aspirational target setting to decisive implementation and action.

### Our approach to climate-related risk

The scientific evidence of human-induced climate change is clear. However, the longer term impacts to our business are, to a degree, unpredictable. As a consequence, our risk management processes embed climate change in the understanding, identification and mitigation of risk. We have aligned ourselves with the Task Force on Climate-related Disclosures (TCFD) recommendations on climate-related risks and we are committed to evolving our disclosure to meet the recommendations of the UK's Transition Plan Taskforce, as these are finalised.

— For more information on our TCFD disclosures  
See pages 114–119 of our [Integrated Annual Report 2022](#)

The nature of climate change means that climate-related risk cannot be managed independently of wider business strategy. Anglo American is well placed to respond to the challenges and opportunities we face as the climate changes, including being strategically and physically resilient for the future.

A full explanation of Anglo American's risk management processes and details of all the principal risks can be found on pages 69–73 of the [Integrated Annual Report 2022](#).

### Testing our resilience

Anglo American is committed to playing its part in the transition to a low carbon economy.

While the exact future pathway is uncertain, we expect climate change to affect the mining industry through risks and opportunities in two broad areas:

- **Transition risks/opportunities:** The potential impact on demand for different products, given assumptions on regulatory, technological and behavioural changes in the transition to a low carbon economy.
- **Physical risks/opportunities:** The potential impact on our operations and surrounding communities from both acute extreme weather events and chronic shifts in climate patterns.

### Managing transition risks

To consider potential transition impacts and inform our strategic choices, we developed a set of climate change scenarios as detailed in our 2021 Climate Change Report. The scenarios include a 1.5°C scenario and a 2°C scenario referencing the Wood Mackenzie Accelerated Energy Transition scenarios, and a ~3°C scenario, based on the Wood Mackenzie Energy Transition Outlook. In addition, we incorporate pathways for AFOLU\* greenhouse gas (GHG) emissions into the three scenarios, reflecting guidelines set by the IPCC *Special Report on Global Warming of 1.5°C* for methane and nitrous oxide (N<sub>2</sub>O) emissions.

Across the scenarios, we assess Anglo American's resilience to transition impacts along key dimensions of financial strength and strategic robustness. Financially, we measure how our cash flow would evolve across scenarios, focusing on our existing assets and organic growth opportunities, to ensure consistency. This is overlaid with an assessment of the strategic risks and opportunities across each scenario, considering the evolution of our product profit pools, the life of our assets, as well as the quality and mix of our portfolio.

We continue to monitor the evolving climate change context to refine our understanding of the potential impacts to our industry and our business. A full refresh and update of our

climate change scenarios and the quantified transition impacts is conducted every two to three years. The frequency with which our scenarios are updated is based on a consideration of several factors, including shifts in climate-related policy and emerging technologies, updates in climate change and emissions projections, and materiality of the updated impact on our business. We expect to produce an updated scenario analysis for the 2023 iteration of this report.

Limiting global warming to 1.5°C above pre-industrial levels by 2100 requires a rapid acceleration of global climate change efforts. This includes the deployment of low carbon technologies which will underpin an increase in demand for a range of mined products. As a result, we expect the overall extraction industry profit pool to be robust across the three scenarios. In addition, our analysis suggests that the profit pools in which Anglo American participates will remain broadly resilient under a 1.5°C scenario.

Our assessment that Anglo American remains resilient is based on the interrelationship between the quality of our endowments, the expected life of our assets, our exposure to commodities that support a green transition and mix of products in our portfolio, as well as our strong organic growth optionality. Under the ~3°C scenario, with our current asset footprint and organic growth options, we expect stable cash flows to 2035. Similarly, we expect our cash flow to remain resilient under both the 2°C and 1.5°C scenarios, but with greater uncertainty given the broad range of potential pathways to achieve the low carbon outcomes. For example, in the next decade under the 1.5°C scenario, our cash flow could be up to 30% higher relative to the ~3°C scenario. In the subsequent decade, our cash flow could be 20–25% lower under the 1.5°C scenario, relative to the ~3°C scenario. This range of uncertainty falls within our risk tolerance. In addition, the optionality in our portfolio will allow us to further strengthen our resilience and offset any potential downside risks to our cash flow.

As these scenarios are risk management tools only, no singular scenario should be taken as representative of management's view of the likely outcome.

### Physical climate risk – adapting to a changing climate

Our operations, communities and broader value chain, from the Arctic to the far South, are already experiencing the impacts of climate change.

For over 10 years, we have been working to ensure that our operations have the best available models to understand, assess, mitigate and adapt to the physical risks of climate change. We have drawn on the expertise of the UK Met Office, the South African Council for Scientific and Industrial Research (CSIR), Jupiter Intelligence and the Pontificia Universidad Católica de Chile to understand future climate projections and the vulnerability of our operations, host communities and host countries more broadly.

We recognise the importance and urgency of enhancing our resilience – in fact, our production in 2022 was affected by extreme weather, exacerbated by climate change, around the world. We have begun to use a climate change scenario analysis solution specifically for our assessment of physical climate change risks that uses multiple Global Climate Model (GCM) projections dynamically downscaled to a local level to provide projected changes in climate and hazard estimates for each of our assets and key shipping ports over the period 2020 to 2100. The modelling is based on three of the Shared Socioeconomic Pathways (SSPs) used in the IPCC Sixth Assessment report on climate change: SSP1-2.6, SSP2-4.5 and SSP5-8.5. These scenarios project warming of ~1.8°C, ~2.7°C and ~4.4°C respectively by 2100. This analysis provides us with a top-down view of key physical climate change hazards across our portfolio. To complement this, we have defined a bottom-up approach to understand the climate context at a local and regional level, including understanding past weather trends, present emerging climate-related impacts as well as vulnerabilities and adaptive capacities particular to each site.

Our aim is to reduce the risks from the harmful effects of climate change to an acceptable level in addition to identifying and capitalising on any opportunities arising from the changes. Identified risks which may only emerge in the long term under an SSP5 (~4.4°C warming by 2100) scenario will be monitored, as it may not be necessary to invest in mitigation or adaptation in the short term. Where response actions are identified, these are built into the operations' business plans to ensure that resources and responsibilities are allocated appropriately.

It is imperative that we also understand the climate change risks and opportunities across our broader value chain. Where these risks exist in areas not within our control, we will seek to collaborate with our stakeholders to address them.

— For more information on our climate change scenarios  
See pages 18–21 of our [climate change report](#)

### A strategy to deliver a future-enabling portfolio

The evolution of the Anglo American portfolio is guided by our strategy. Specific choices with respect to our portfolio are governed by a set of strategic principles. These principles also inform our capital allocation and investment appraisal processes, ensuring consistency of strategic decision making across the Group, and embedding climate-related considerations at all stages.

In addition to these principles, we also assess the alignment with and resilience of our portfolio and opportunities to a range of long term trends including, critically, the implications of climate change. We explore how the world might develop under a range of climate change pathways and the potential outcomes for mining profit pools and for our business.

\*Agriculture, forestry and other land use.

Our portfolio comprises future-enabling products that support the transition to a cleaner, greener, more sustainable world and that cater to demand trends of a growing global population. Our growth capital expenditure is earmarked for projects in key future-enabling metals and minerals, including copper, PGMs and polyhalite.

#### Allocating capital to achieve our targets

Our commitment to achieve carbon neutrality across our operations is embedded in company strategy and our medium term plan, including the allocation of capital. Through the work we have done with the Carbon Trust, and recognising that with forecasts of any type there is a margin of error, we are confident that our 2040 ambition is broadly in the range of what is widely understood as a 1.5°C future. We believe, therefore, that capital deployed to meet those targets is aligned with a contribution to achieving the goals of the Paris Agreement.

In many cases it is impossible to distinguish between capital deployed to continually improve our business and that which is deployed to achieve carbon neutrality. For example, our investments in FutureSmart Mining™ technologies, such as digitalisation, result in a wide range of benefits, including but not limited to, reducing the emissions of our operations through efficiencies which, in turn, also improves the profitability of our business.

Our major investments take into account of the cost of carbon by embedding forward-looking carbon price assumptions, which are developed in conjunction with leading external providers, and are differentiated by geography and time horizon. The aim is to reflect our best estimate of the level of carbon pricing likely to prevail in the respective jurisdictions over time. These prices range between \$10–60 per tonne\* by 2030. This approach ensures that project returns are evaluated on a realistic basis alongside consideration of a project's impact on carbon abatement and portfolio resilience to the effects of climate change.

— For more on capital allocation  
See pages 64–66 of the Integrated Annual Report 2022

#### Our pathway to operational carbon neutrality by 2040

Achieving our target of carbon neutrality across our operations is a complex, multi-dimensional challenge. It begins from a clear and detailed understanding of current emissions sources. This understanding allows us to take decisions on the best means of abatement. The target of a 30% reduction in Scope 1 and 2 GHG emissions by 2030, with eight sites carbon neutral, is an interim target on our journey to carbon neutrality.

#### Scope 1 and 2 abatement

In 2022, our operations were responsible for a total of 13.3 Mt of CO<sub>2</sub> equivalent emissions (Mt CO<sub>2</sub>e) (2021: 14.5 Mt CO<sub>2</sub>e), of which 8.3 Mt CO<sub>2</sub>e were Scope 1 emissions and 5.0 Mt CO<sub>2</sub>e were Scope 2 emissions. This represents a 9% decrease

compared with 2021, as various energy savings initiatives, driven by our FutureSmart Mining™ approach, start to have an impact on Scope 1 emissions across the business, and our renewable energy contracts are reducing our Scope 2 emissions. Our emissions in 2022 are, therefore, 1% lower than the 2016 baseline, on which our 2030 target is set.

Our total energy consumption decreased to 83 million GJ (2021: 84 million GJ). In 2022, our Group energy intensity was 38.4 GJ/tonnes CuEq. Our energy intensity is now 6% lower than the 2016 baseline.

These reductions have been driven primarily by the continued execution of our FutureSmart Mining™ programme, particularly with regard to diesel efficiency, other energy efficiency improvements and renewable energy roll-out, predominantly in South America. Operational decisions also play a significant role. For example, in the last year, our Steelmaking Coal business has transitioned production to new mining areas that generate lower methane concentrations.

In 2022, we sourced 52% of our electricity supply from renewable sources. We are committed to working towards the decarbonisation of the balance of our electricity supply via the use of power purchase agreements and self-developed generation at site.

From 2023, all our South America operations (Brazil, Chile and Peru) will be being powered by 100% renewable energy. Building on this progress, we have secured 100% renewable energy to meet all our electricity needs in Australia from 2025. This will result in approximately 60% of our global electricity requirements being provided from renewable sources.

We are working to decarbonise the largest single source of our Scope 2 emissions, our use of South Africa's electricity grid. Given South Africa's context and coal dependency, our approach has necessarily been different to that employed elsewhere and developed in such a way as to support the country's decarbonisation journey as well as our own. This decarbonisation journey will require all parts of the political and economic system to play their role.

In October 2022, Anglo American formalised a partnership with EDF Renewables to form a new jointly owned company, Envusa Energy. Envusa Energy is expected to develop a regional renewable energy ecosystem in South Africa with the aim of meeting 100% of Anglo American's operational power requirements, as well as supporting the resilience of the local electricity supply systems and the country's wider decarbonisation. We expect that these projects will displace more than 1.5 Mt of CO<sub>2</sub>e by the end of 2025 – a significant first step towards developing an ecosystem that is intended to generate 3–5 GW of renewable energy by 2030.

Coarse particle recovery (CPR) technology is helping us to significantly reduce our energy. Featured is the CPR plant under construction at our PGMs business's Mogalakwena North concentrator.



#### Our commitment to decarbonising our value chains

We are committed to playing our part to mitigate the impact of our value chain emissions, while recognising that the nature of Scope 3 emissions is such that most remain outside our direct control. We continue to build on our understanding of both the levers we can pull, and the influence each of those levers can have, over our Scope 3 emissions. We are committed to our ambition of reducing our Scope 3 emissions by 50% by 2040.

Our Scope 3 emissions saw a 14% year-on-year fall in 2021 to 98.5 Mt CO<sub>2</sub>e (2020: 114.8 Mt CO<sub>2</sub>e). Reduction was primarily driven by an increase in the proportion of iron ore sales to DRI-EAF steel production (~20% in 2021 vs ~10% in 2020) with a corresponding decrease in the share of sales to BF-BOF steel production. Emissions from DRI-EAF route are significantly lower than emissions from BF-BOF route. The detailed methodology that we developed in 2020 for measuring our Scope 3 emissions, which included differentiating emissions by customers, provides the basis on which this reduction has been realised and can be measured.

Scope 3 emissions continue to be reported with a 12-month lag. This is due to the complexity involved in processing data at a granular level across our value chain, and continuous improvements to our methodology.

Since announcing, in 2021, our ambition to halve our Scope 3 emissions, we have been working on developing a detailed pathway to meet our commitment.

Our initial focus has been on Categories 10 and 11 – the processing and end use of our products. Given the importance of the steel sector in our value chain, understanding the sector's likely pace of decarbonisation is crucial. Our base case assumption is that the 2020s will be a decade of transition and steel production will outpace technologically driven reductions in GHG emissions until 2030. Against this backdrop – and given the profile of production at our assets and our expectations for the sourcing of third-party product for our customers – we expect our Scope 3 emissions to increase to 2030, before reducing rapidly once investments in steel value chain decarbonisation begin to take effect.

In defining the context, it is important to position Anglo American's contribution to the steel sector. Our iron ore and steelmaking coal sales accounted for approximately 3% and 2%, respectively, of inputs into the steel industry in 2020. As a consequence, while we have some influence, we must continue to partner with others in order to deliver change at scale.

We estimate that using the levers to reduce emissions intensity from our iron ore products from Kumba and Minas-Rio and our steelmaking coal assets could reduce our Scope 3 emissions by 40–50% from our 2020 baseline. Reduction in Scope 3 emissions across other metals and minerals could reduce emissions by an additional 10–15%.

Our activities with suppliers and our operations contribute approximately 18% of the overall Anglo American Scope 3 footprint predominantly through the procurement of equipment

\*2022 real terms.

and capital goods. In support of our Scope 3 decarbonisation target and objectives, working with over 17,000 suppliers across the world, we are considering how best to position ourselves to leverage both our influence and, critically, our spend, to reduce carbon across our shared value chains.

We are targeting carbon neutrality in our controlled ocean freight by 2040 and, aligned with our Scope 1 and 2 targets, are aiming for a 30% reduction by 2030. We are making progress towards achieving this goal, actively working to contribute to the long term sustainability of the shipping sector.

### Supporting our communities through a Just Transition

The 2015 Paris Agreement recognised the imperative of the transition to a low carbon economy being a Just Transition.

To help bring structure and pragmatism to how businesses should think about this theme, in 2021 we joined the Council for Inclusive Capitalism in its work on developing a shared, company-focused framework in addressing the need for a Just Transition. That work, built on the thinking done by other organisations, including the International Labour Organization's (ILO) Just Transition guidelines, and defined the Just Transition as:

*"The transformation of the global energy sector from fossil-based to zero-carbon in a way that is underpinned by attention to the issues of equity and justice."*

Alongside this definition is a framework for action, which provides a pragmatic structure under which companies can think through their contribution to a Just Transition. Crucially, the framework recognises that context is critical, and that each company's approach will need to reflect their own unique circumstance, taking into account sectoral and geographic differences, amongst others.

Our priority now is to ensure we recognise the context of the Just Transition into our strategic planning, and seize opportunities to promote the Just Transition.

### Policies and governance

Anglo American applies a principled and consistent approach throughout our climate change governance and management systems.

#### Policy approach

In 2015, we demonstrated our commitment to the Paris Agreement through our signature of the Paris Pledge for Action. That pledge demonstrates our willingness to work to support efforts in meeting and exceeding the ambition of governments to keep the world on a trajectory that limits the global warming temperature rise to well below 2°C.

#### Advocacy through industry associations

We recognise stakeholder interest in advocacy undertaken by third parties on our behalf and the concern that some of that advocacy might not be aligned with our public policy positions

### Climate change performance

#### Scope 1 emissions 2022

8.3 Mt CO<sub>2</sub>e

#### Scope 2 emissions 2022

5.0 Mt CO<sub>2</sub>e

#### Scope 3 emissions 2021<sup>(1)</sup>

98.5 Mt CO<sub>2</sub>e

<sup>(1)</sup> Scope 3 emissions continue to be reported with a 12 month lag. This is due to the complexity involved in processing data at a granular level across our value chain, and continuous improvements to our methodology.

on climate change. At best, any such advocacy might be misaligned with the goals of the Paris Agreement, at worst it might suggest a third party is advocating against those goals. To mitigate this risk, we have rigorous internal governance procedures in respect of the management of the relationships with each of the 131 industry associations of which we are a member. This governance is designed, in part, to ensure that misalignments in advocacy do not occur and, if they ever do, that action is taken.

We have also committed to completing and disclosing an independent review of the alignment of our industry associations with our public policy positions every two years. The 2022 review and our response to its findings have been published alongside this report. The latest review was conducted using our updated public policy positions and demonstrated that in the vast majority of cases, the industry associations of which we are a member are either aligned with our approach or do not take a position on climate change. In a small number of cases, some potential misalignments have been flagged and in each of these cases, we have taken action with the relevant industry association.

The independent review sits alongside our annual disclosure of all associations of which we are a member, which is available on our website. This disclosure includes the rationale for our membership, any leadership positions we hold in each association and our associated financial contributions. Alongside this information we provide a dedicated email address for anyone wishing to ask questions, seek clarification or raise concerns about any of our memberships. Our aim through this disclosure is to be transparent in respect of our

engagement with and through industry associations and to facilitate dialogue with any stakeholders with a particular interest in this subject.

— For more information  
Visit [www.angloamerican.com/political-transparency](http://www.angloamerican.com/political-transparency)

### Governance and executive remuneration

At Anglo American, the Board approves the Group's strategy on climate change, and holds regular discussions on material climate-related activities and energy efficiency targets. The Board's Sustainability Committee is responsible for addressing climate change-related topics. The Committee oversees, on behalf of the Board, material policies, processes and strategies designed to manage safety, health, environment, social and climate-related risks and opportunities.

Matters relating to climate change are included in quarterly reports to the Committee, and as stand-alone items on the agenda where necessary. The chairman of the Sustainability Committee provides a summary of the Committee's discussions at the Board, which addresses the most material issues raised by the Committee.

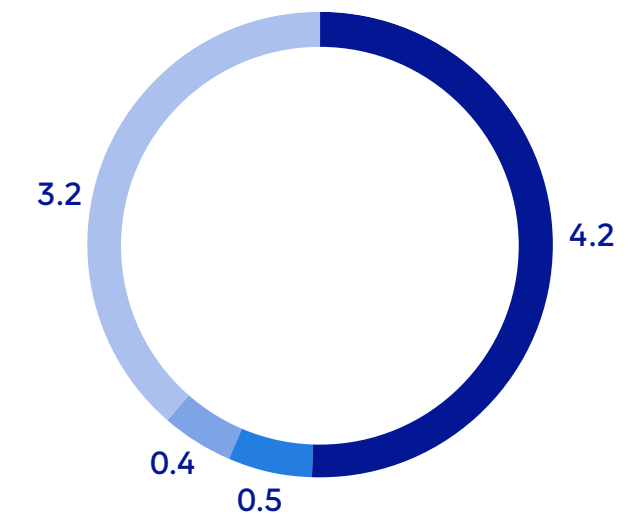
For senior leaders, a proportion of their variable pay each year is tied to the delivery of climate-related goals. This is predominantly incorporated into the performance measures for the Group Long Term Incentive Plan (LTIP). The LTIP is awarded to our most senior leaders across Anglo American, in total around 450 employees across our jurisdictions.

We have linked 20% of the 2022 LTIP to Environmental, Social and Governance (ESG) measures, specifically the delivery of our 2030 Sustainable Mining Plan goals. This is broken down as follows: 14% is linked to climate-related measures that support the delivery of our 2030 Sustainable Mining Plan goals of reducing GHG emissions (Scopes 1 and 2) by 30% against a 2016 baseline (6% of award); achieving a 50% net reduction in fresh water abstraction in water scarce areas (8% of award); social responsibility measure on the number of off site jobs we help to create in the communities where we operate (6% of award).

In addition to the measures as outlined above for the 2022 LTIP, a portion of our in-flight 2020 and 2021 LTIPs are also linked to climate-related measures. For 2020, these include reducing our GHG emissions and improving our operational energy efficiency. For 2021, this is based on reduction of our GHG emissions.

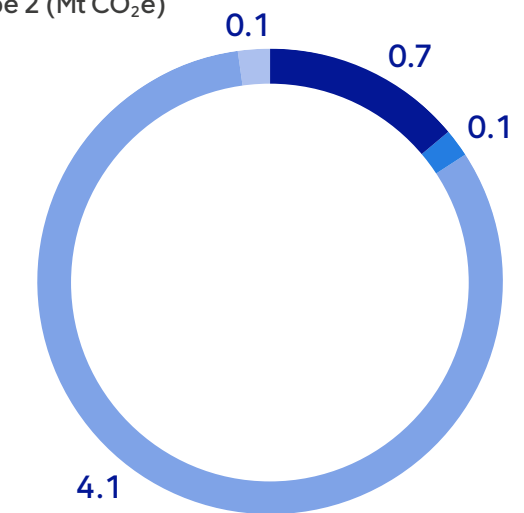
### Anglo American GHG emissions 2022

#### Scope 1 (Mt CO<sub>2</sub>e)



- CO<sub>2</sub>e from fugitive emissions from coal mining
- CO<sub>2</sub>e from methane flaring
- CO<sub>2</sub>e from processes
- CO<sub>2</sub>e from fossil fuel consumption

#### Scope 2 (Mt CO<sub>2</sub>e)



- Australia
- Peru
- South Africa
- Other

# Partnering to deliver renewable energy in South Africa

Building on our achievements in South America, where all our operations will have successfully transitioned to renewable energy sources from 2023, with Australia following in 2025, with similar ambition we apply our experience and strong working relationships with the government, regulators, and the state power utility Eskom to help fast-track the energy transition for our operations in South Africa.

To deliver on this ambition, we entered into an alliance with global renewables company EDF Renewables, and launched a new jointly owned company, Envusa Energy. The partnership with EDF Renewables provides a system which benefits from leading mining and renewables innovation to abate the largest single source of Anglo American's Scope 2 greenhouse gas emissions, from the use of coal fired electricity on South Africa's power grid. The aim is not

just to provide our operations with green energy but to also help alleviate the national electricity supply challenges, support public policy goals and support the long term decarbonisation of the South African economy in line with the government's long term commitment to a Just Transition to a post-carbon world.

The South African government has embarked on electricity sector reforms, which has provided impetus for this project from the outset. While other energy and mining companies have launched individual renewables projects with important local impacts, we are among the first movers in the private sector to embark on an accelerated programme of scale and aggregation to green energy – seeking to build a portfolio of renewable generation projects at multiple sites to decarbonise electricity supplied to our operations.

We believe that through such liberalisation, the government is creating a pathway to opening up an entirely new power generation sector for the country. It will also support the development of a whole new industry activity to sustain it.

Initially, Envusa Energy will launch a network of more than 600 MW of on site and off site solar photovoltaic and wind farm projects. This is intended to form the development of a broader regional renewable energy ecosystem for southern Africa, which is expected to have a renewable power generation capacity of between 3–5 GW by 2030. The first phase of development is expected to be funded and ready for construction to begin in 2023.

This energy-portfolio approach will aggregate generation from geographically dispersed renewable assets and allocate it optimally to meet Anglo American's sites' varying load demands. Going beyond our own requirements, however, the renewable energy ecosystem we are creating could supply surplus energy to other off-takers. The regional renewable energy ecosystem has now been given status as a Strategic Integrated Project for South Africa, consolidating the government's support for the programme.

The build-out of our renewable ecosystem across South Africa also creates an underpinning for the emergence of a green hydrogen economy. In May 2022, South African President Cyril Ramaphosa attended the launch of Anglo American's 2 MW hydrogen-battery hybrid truck. The truck, developed in partnership with the US engineering company, First Mode, is part of Anglo American's nuGen™ Zero Emission Haulage Solution (ZEHS). It can generate more power than its diesel predecessor and is capable of carrying a 290-tonne payload. The ZEHS is designed to potentially

replace our use of diesel in the Group's global haul truck fleet, while creating a hydrogen fuel production and supply infrastructure that can serve the broader economy.

To capitalise on the success of this initial project and accelerate the technology's commercialisation, Anglo American has combined nuGen™ with First Mode.



"The hydrogen powered truck is a smart step for Anglo American but a giant leap for South Africa's hydrogen economy as we move into the future. We are making history right here."

**Cyril Ramaphosa**  
President of South Africa

## What's next

Removing diesel emissions from the energy mix would take Anglo American further along the path towards achieving carbon neutrality across the Group by 2040, in addition, replacing diesel with hydrogen would support the development of South Africa's hydrogen valley, a principal component of a future hydrogen economy in the region that could foster South Africa's sustainable growth opportunities over coming decades.

The development of a renewable energy network by Envusa, as well as the deployment of a hydrogen economy in South Africa will have the potential to help us meet our energy transition goals. Through partnership with government, industry, utilities and other stakeholders, we can ensure that this approach can help us achieve our common ambition, for a Just Transition for South Africa. As the renewable energy ecosystem develops, we will continue to explore how we can expand green energy production and supply across the region.

— See more on [www.angloamerican.com](http://www.angloamerican.com)



General assistant James Kutumela, assembling photo-voltaic (PV) panels for the solar-powered hydrogen plant under construction at our Mogalakwena PGMs mine.

# Environmental management

We are committed to being stewards of the natural environment in which we operate and seek to minimise the footprint of our operations on the land and ecosystems around our sites. Today, digital technologies provide us with dynamic new tools to not only monitor our impact on the environment, but also to predict and mitigate risks.

In 2022, we directly supported key external activities and focused on innovation to deliver positive and lasting environmental outcomes for host communities and the planet as a whole.

## Our approach to environmental management

### SHE Policy and SHE Way V.2

Our SHE Policy embodies our three guiding principles: zero mindset; no repeats; and non-negotiable minimum standards. Our SHE Way V2 is the tool we use to manage and improve performance in safety, health and the environment. (See more on page 52.)

### Our Sustainable Mining Plan

Our Sustainable Mining Plan is designed specifically to drive business efficiencies, resilience and agility across all seven of our Pillars of Value. These cover a wide range of aspects such as safety, environment, social, people, production, costs and margins, and returns and financial value.

In particular, the Sustainable Mining Plan focuses on a mindset of causing zero harm to the environment and delivering a net positive impact for biodiversity, and at the same time, a lasting positive legacy for society. We also look beyond what we can achieve alone, collaborating globally with a diverse range of partners to develop and implement sophisticated solutions that support our sustainability goals.

Our commitment to delivering net positive outcomes drives us to continuously review and update our approach. Harnessing innovation and digitalisation, we are building a future where we take a holistic approach to how we care for the landscapes and ecosystems around us, in partnership with our stakeholders.

Our approach under the Sustainable Mining Plan is to prioritise the environment throughout the lifespan of our mines. We look at the entire ecosystem to understand the intertwining relationships of people, biodiversity, climate, air, water, land and the economy.

### Activities in 2022

Technology provides us with vital solutions to both mitigating risk and unlocking opportunities to protect the environment. During 2022, we continued to develop the next generation of tools and processes to support the implementation of our standards, supported by digitally enabled critical controls and a range of projects that incorporated aspects of remote sensing, drone-based applications for data collection, as well as innovative modelling and research directed towards increase rehabilitation success and ecosystem restoration.

### Driving innovation

Developing and deploying technology and innovation are key to achieving our environmental stretch goals and supporting our critical foundations. Our VOXEL™ digital transformation platform provides the vital interface for integrating emerging

991  
hectares reshaped  
2022 target: 832 ha

846  
hectares seeded  
2022 target: 751 ha

technologies within our operations. Working with our Data Analytics team and selected external partners, we continued to focus on promising technologies that provide unique insight into our natural environment.

“Nature-based solutions are actions to protect, sustainably manage and restore natural and modified ecosystems that address societal challenges, simultaneously providing human well-being and biodiversity benefits.”

### International Union for Conservation of Nature

Our approach to the environment is a blend of helping nature by protecting and restoring it, while simultaneously utilising nature-based solutions that address challenges and unlock opportunities.

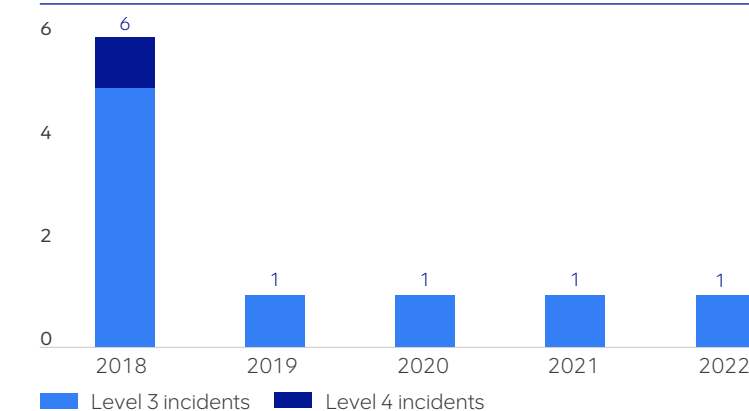
Nature-based solutions also intersect with areas that are not as immediately adjacent but are no less intertwined, such as health and well-being. To make a stronger connection between nature and health, during the year we sought ways to engage our workforce and their families in nature protection as a direct benefit to their well-being in programmes like Arbour Day in our PGMs business unit or Environment Week where we connected our global workforce to engage with all the many actions being taken across Anglo American.

We believe that delivering positive outcomes for the environment in turn delivers positive outcomes for people and our business. This is consistent not only with our Purpose and our Sustainable Mining Plan, but also with the UN SDGs.

### Mine rehabilitation

Our Group rehabilitation strategy, which outlines the requirements for our operations to integrate rehabilitation into their planning processes, continues to be successful in improving site rehabilitation outcomes across the business.

Significant environmental incidents 2018–2022<sup>(1)</sup>



There have been no Level 5 incidents reported since 2013.

<sup>(1)</sup> In 2018, the incident classification matrix was updated; tighter controls were introduced, resulting in an increase in incidents reported.

These programmes are designed to be integrated into our key business planning processes at site level; Resource Development Plans, Life of Asset Plans and Sustainable Mining Plans. Our goal is to reduce our disturbance footprint and to generate value for Anglo American and our stakeholders. We develop and implement five-year rolling rehabilitation plans that outline the targets, monitoring, maintenance and management programmes required to drive towards meeting post-mining land uses. The results of our rehabilitation programme and progress steps are reported in our chief executive and technical and sustainability function scorecards to drive visibility and accountability.

**Going beyond compliance across our sites**

Our rehabilitation targets for our open cut mines for 2022 were to reshape 832 hectares, apply growth medium to 784 hectares and seed 751 hectares. We faced several challenges with rehabilitation work in 2022 because of unfavourable climatic conditions and supply chain issues; however, resilience and adaptive planning from our operational teams have ensured the targets have been achieved.

**Learning from environmental incidents**

We classify incidents on five levels, according to their impact. Our chief executive reports all Level 3–5 incidents (from moderate to significant) to the Board, which discusses them through its Sustainability Committee.

In 2022, we saw no Level 5 environmental incidents at our managed operations, for the tenth consecutive year, and no Level 4 incidents. There was, unfortunately, one Level 3 incident reported in 2022, at our Polokwane PGMs smelter, related to water discharge following a period of significant storm water. The discharge did not result in any environmental toxic impact.

In addition, there was one Level 3 incident at the Modikwa PGMs non-managed joint operation in South Africa, which related to a tailings pipeline rupture. Following the incident, the area was cleaned and remediated and was monitored for any post-event impacts. Full investigations were carried out and lessons learned across both PGMs and the wider Anglo American Group.

Our ‘Environment 365 No Repeats’ initiative is designed to prevent any repeat of Level 3 or above incidents as well as lower level events that had the potential to be more serious. During the year we identified improvements in critical controls, challenged our existing operational approaches and set goals to drive increased vigilance and reporting of potential environmental events.

Under this initiative, we are committed to:

- Link repeat incidents to operational performance targets
- Link repeat incidents to critical controls
- Increase the interaction between environmental and operational teams to ensure critical controls are managed accurately and are continuously improved.

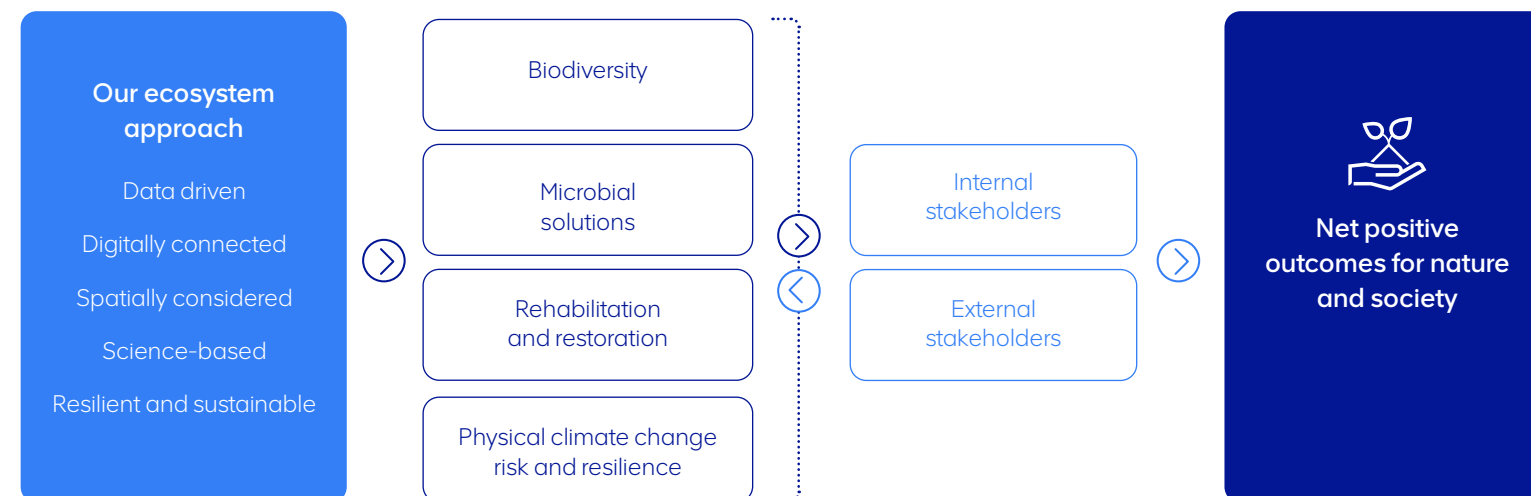
In 2022, we were issued no material environment-related fines.

**Next steps**

In 2023, we are increasing our work on physical climate risks and modelling down to a site level. We also plan the wider deployment across our operations of digital technologies that we have successfully piloted. These technologies and approaches allow us to be better stewards of our materials and environment and a more transparent partner for our stakeholders.



At our Steelmaking Coal business in Australia, sustainable development superintendent Elizabeth Muirhead forms part of a team that is replanting a former mining site at our Dawson operation with new tree seedlings.



# Biodiversity

Protecting our natural environment is material to us and is increasingly expected by our stakeholders and society. As custodians of the land and ecosystems around our operations, we seek to improve the footprint of our operations on the land and ecosystems and direct our efforts towards delivering positive and lasting environmental outcomes for host communities.

## Our approach to biodiversity

### Net Positive Impact

Our Sustainable Mining Plan upholds our commitment to being stewards of the natural environment in which we operate. In 2018, we communicated our stretch goal to deliver net positive impact (NPI) on biodiversity across Anglo American by 2030. NPI is our commitment to demonstrating that post our 2018 baseline, any biodiversity losses on identified significant biodiversity features as a result of our direct operational activities must be outweighed by biodiversity gains that we achieve within the same location.

Achieving NPI requires a series of plans to be designed and executed to both set the baseline and then protect, restore and enhance the natural environment over the life of an asset. This approach formed the basis of our Biodiversity Management Standard issued in 2018. We continue to review, assess and monitor our pathways to delivering on this commitment.

## The SHE Way and biodiversity

Consistent with our aim to embed biodiversity in the long term business plans for our sites, we strive to incorporate site-specific indicators into our SHE Way performance management system. There is a growing need to integrate biodiversity and nature loss with topics such as responsible mine closure, energy, water, carbon and people, which are inherently interconnected,

In line with the ICMM's Position Statement on Mining and Protected Areas, we have committed to neither explore nor develop new mines in World Heritage sites. We are also committed to respecting legally designated protected areas, and to design or operate any new operations in a way that is compatible with the biodiversity for which such areas were designated.

## Activities in 2022

### e-DNA

Together with NatureMetrics and the International Union for the Conservation of Nature (IUCN) eBioAtlas programme, we continue work on an ambitious project that aims to create a global atlas of life in the world's river basins and wetlands, allowing for global information sharing and collaboration to promote conservation.

In 2022, we rolled out this ambitious programme to more sites across our operations. This approach involves sequencing DNA extracted from water and soil samples collected at sites, which enables the identification of individual species using bioinformatics analysis. This is a critical tool for measuring biodiversity at our sites to a far greater degree of accuracy than traditional manual observation or sampling and provides a means to measure recovery and overall ecosystem health. In 2023, we are expanding these measures to focus on reducing our land intensity footprint and improve quality across all our managed mining operations.

### Deploying technology to focus on the whole endowment

By using innovative technology and capturing disparate data from sources such as geological surveys that used to ignore biodiversity, we are now able to look at the whole endowment, not just the minerals.

We are combining data acquired from Environmental DNA (e-DNA), spatial and satellite imaging, hyperspectral LiDAR, remote sensing and other sources, such as analysis of microbial health and site-based specialist assessments, to give an indication of ecosystem health. The application of cutting-edge technology to monitor species diversity at and around our sites provides invaluable insight and allows us to make more informed decisions. e-DNA sampling of water bodies and terrestrial ecosystems offers a non-invasive and highly accurate way to measure species diversity, from bacteria to insects, fish and mammals, by analysing cellular matter.

### Nature and biodiversity

While Anglo American has had long established goals on biodiversity, we are encouraged by recent global attention to nature that has been imparted by the focus on climate change, a defining challenge with which it is inextricably linked.

One event that helped to increase the prominence of this issue during the year was IUCN Leaders Forum, held in October in South Korea. Focused on building nature-positive economies and societies, this was the first edition of a new high-level event

series and highlighted the key work on nature and biodiversity taking place in the mining sector. It recognised the agreement among global leaders that halting biodiversity loss is critical, and that reversing it is now urgent if we want to ensure our planet remains in balance.

### COP 15 – Global goals for nature and biodiversity

At the end of 2022, a series of important goals and targets was agreed as part of COP15 in Montreal, Canada. The new Global Biodiversity Framework sets out some key goals to further halt nature loss and drive nature recovery. Anglo American was an active participant in COP15 alongside many of our long term NGO and industry partners as key sessions were held on a range of important topics from disclosure to the importance of indigenous knowledge through to the application and important role of nature-based solutions. We have worked with our partner the IUCN to adopt applications of nature-based solutions as part of our Biodiversity Management Programme and have successfully applied the IUCN Nature Based Solutions Standard at some of our projects, for example a wetland restoration project in Brazil. In 2022, we continued our work into microbial solutions to utilise nature-based solutions in areas such as soil production, carbon sequestration and water quality improvement.

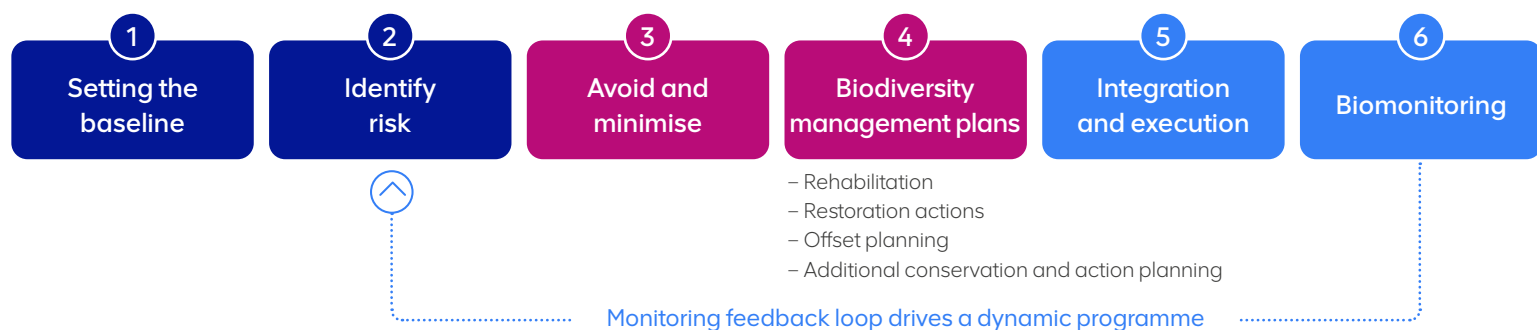
### Ongoing engagement with biodiversity leaders

We also recognise the importance of collaboration and partnerships in achieving our objectives and targets. We work with conservation agencies, governments, local communities and NGOs on projects that appropriately balance our impact and deliver positive outcomes.

These partners provide independent reviews of our biodiversity performance while challenging our thinking and actions. Our engagement with them also helps us to remain aware of and involved in critical global discussions related to biodiversity and nature.

For example, Anglo American is the only mining company represented in the Taskforce on Nature-related Financial Disclosures (TNFD), which is committed to facilitate action and reporting on evolving nature-related risks. It allows us an opportunity to collaborate with business, NGOs and other institutions globally to develop real-world solutions for measuring our impact on nature and mitigate risks posed to the world's ecosystems.

## Our Biodiversity Management Programme is designed to support the achievement of NPI and is supported by our Biodiversity Standard



Our work with the taskforce allows us to play a part in building a new framework for nature and biodiversity reporting. We are also able to represent the ICMM and serve as an intermediary between our industry and the TNFD to build sector-specific guidance that is relevant to mining and metals.

As part of the three-year agreement that Anglo American signed in 2021 with the IUCN, we continued to explore how nature-based solutions can help achieve positive biodiversity outcomes and support carbon neutral goals, while delivering additional benefits for conservation and other stakeholders. The IUCN also provides an independent review of many of Anglo American’s biodiversity programmes and actions.

We continued to partner with Fauna & Flora International, who advise us on how to deliver on our commitments around biodiversity and on minimising our environmental impact. We also continued to engage with the Proteus Partnership, a unique partnership agreement between major businesses and the UN Environment Programme World Conservation Monitoring Centre that aims to make global environmental information available to support better decisions.

**Awarding our annual Conservation Grants**

Established in 2020, our conservation grants seek to deliver positive impact, demonstrating and sharing positive outcomes in the wider landscape and seascape, countries and regions in which Anglo American operates. The conservation grant was first offered to the Group’s South America region in 2020 and then targeted southern Africa in 2021. Projects to date include a diverse range of species, such as sea turtles, frogs, large carnivores and forest elephants. Landscape and habitats represented have ranged from high alpine to deserts and mountains to fynbos. Projects have also covered a variety of focus areas, from sustainable livelihoods to outdoor classrooms.

Our conservation grants employ a highly competitive review process, using internal and external expertise, for the acceptance of proposals. A key component of the review includes the impact of the proposed work on the regions and landscapes in which we operate, as well as enhancing our understanding of certain species through additional research, a key component of delivering positive outcomes.

The list of successful projects to date includes:

- Transforming a tiny frog into a flagship species for the conservation of the Cerrado region in Brazil
- Conservation of the sea otter on the rocky shoreline of Moquegua in Peru

- A management system for threatened vegetation and flora in Chile
- National conservation actions for highly threatened frog species and their freshwater habitats in South Africa
- A nature-based economy for the benefit of habitat, species and people in the Greater Anysberg Conservation Initiative, South Africa
- Sand fynbos ecological restoration in the Cape Floristic Region in South Africa.

In 2022, we focused on projects in Canada, the UK and Australia that support our approach to biodiversity; these grants will be awarded in early 2023.

— For more information on our Conservation Grants Visit <https://www.angloamerican.com/species-conservation>

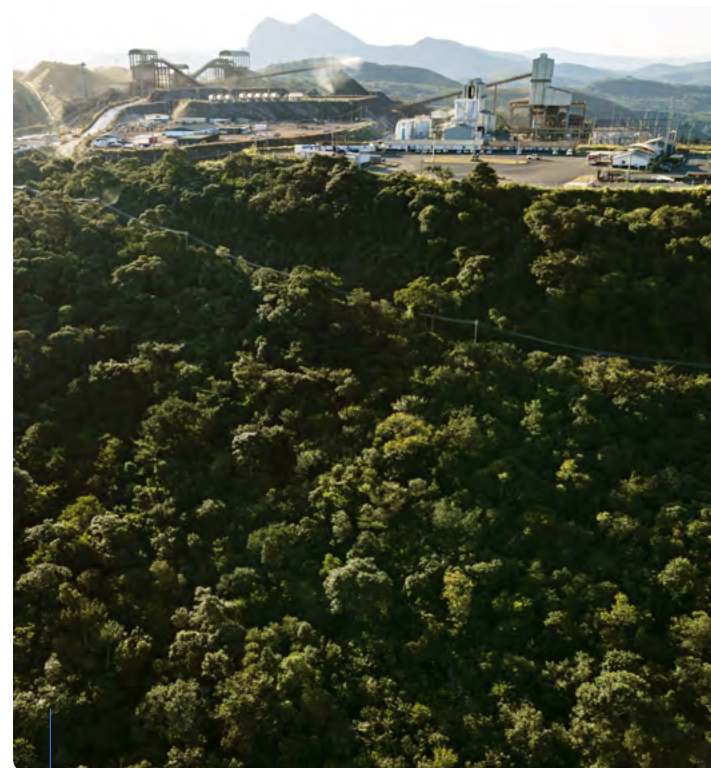
**Next steps**

In 2023, we will continue our focus on nature-based solutions and ecosystems output, taking into account the carbon co-benefit. This will include exploring how to drive approaches that bring numerous benefits for nature, interconnected with programmes and initiatives that also impact other societal aspects.

High-level reviews of invasive species present at our managed sites will start in 2023 and the ongoing roll-out of the e-DNA project as part of our expanding digital roadmap will be critical in this work.

Assets adjacent to globally or nationally important biodiversity by business and country	Number of assets	Managed land (hectares)	Land disturbed (hectares)	Biodiversity programme in place
<b>De Beers – Diamonds</b>	4	765,990	30,018	
Botswana	1	66,360	8,970	✓
Namibia	2	693,377	19,051	✓
South Africa	1	6,253	1,997	✓
<b>Copper</b>	1	24,472	3,652	
Chile	1	24,472	3,652	✓
<b>PGMs</b>	2	18,288	3,516	
South Africa	2	18,288	3,516	✓
<b>Iron Ore</b>	1	38,762	5,116	
Brazil	1	38,762	5,116	✓
<b>Total</b>	8	847,513	42,301	100%

**Case study**



Since 2014, Anglo American has spent more than \$11 million on the conservation and restoration of native forest in the Minas-Rio region.

The Atlantic rainforest originally covered around 60 million hectares and extended over several, very different, ecosystems. Today, the forest cover is around 12% of its original extent. This includes places where the rainforest is being regenerated, as well as degraded forest land, and comprises mainly small areas of under 100 hectares.

We are investing in biodiversity offsets at several sites in the region around Minas-Rio to combat ongoing deforestation in this region. These offset sites cover more than 15,330 hectares, of which around 12,000 hectares are legally constituted forest and are managed directly by Anglo American. The remaining hectares will be donated to the Minas Gerais state government to help conserve protected land by creating a ‘green buffer’ that connects these areas.

Between 2014 and 2022, Anglo American made several substantial biodiversity investments, including \$4.0 million dedicated to conservation of the 12,000 hectares of legally constituted forest, while \$7.2 million was invested in the restoration of a further 1,500 hectares. And we have expended \$4.4 million on monitoring fauna in the region.

We have also donated \$5.1 million to the production of seedlings of native trees for reforestation of degraded areas. Minas-Rio’s own seedlings nursery, located in Conceição do Mato Dentro, has already produced more than 350,000 seedlings.

**Our biodiversity partnerships**

Our conservation initiatives in Brazil are wide ranging and are increasingly integrated with the demands of host communities and the expectations of civil society more generally. They include building and maintaining a Science Centre and, on a wider canvas, partnerships with NGOs such as the World Wide Fund For Nature (WWF) and Fauna & Flora International for the restoration of wetlands, and with universities for scientific research, environmental education, and assessment of livelihood alternatives.

With Brazil continuing to lose vast tracts of rainforest every year, the country’s major biodiversity initiative is the Amazon Protected Areas Program (ARPA), a federal government programme managed by Funbio, the Brazilian fund for diversity. Anglo American is the only corporate donor participating in the programme and has invested \$5 million in ARPA, which aims to permanently protect 62.5 million hectares of the Amazon rainforest, along with Amazonia’s fauna, by 2039.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

**Biodiversity protection and rehabilitation in Brazil**

A major area of focus in our Sustainable Mining Plan is to be recognised as one of the mining industry’s leaders in biodiversity. We aim to achieve this through being responsible and transparent biodiversity custodians so that our presence has an enduring net positive impact on biodiversity.

**Minas-Rio – conserving a precious resource**

Our Minas-Rio mine is in the state of Minas Gerais, which is noted for its rich biodiversity hotspots and wide array of fauna and flora species. It is situated in one of Brazil’s priority conservation areas (the Buffer and Transition Zone of the Espinhaço Range Biosphere Reserve), which is a transition area between the Atlantic rainforest and Cerrado (Brazilian Savanna) biomes.

# Water

Mining remains a water-intensive industry and we anticipate global water supplies to remain stressed amid the ongoing impact of climate change and variability, with increasing extreme weather events. To address these challenges, we have made water stewardship an integral part of how we operate across all our sites.

In 2022, we continued to work with our stakeholders to minimise risk while unlocking opportunities in a changing world. We strengthened our commitment to our Sustainable Mining Plan through the inclusion of our target to reduce the abstraction of fresh water in water scarce areas by 50% by 2030 in the sustainability-linked bond that the Group issued in September.

## Our approach to water

### Water management standard

Our Group Water Management Standard (WMS) provides guidance for our work. The standard sets out minimum requirements for water management and incorporates leading water management practices, risk prevention, best mining practices and industry lessons.

“In 2022, we achieved an average of 85% implementation of our Group Water Management Standard.”

The standard also incorporates water into the decision making process at every stage of the lifecycle of each operation, from the selection of the site and early studies, through design to operation, closure and post-closure. The standard ensures that all of our operations incorporate sustainable water management practices, in line with our Values, the Sustainable Mining Plan and Social Way.

### Assessing water-related risks and opportunities

We recognise access to water as a fundamental human right and analyse our physical environment and social and regulatory context on an annual basis. Water security at our operations is a principal risk for the Group.

### Engagement with stakeholders

Following the processes set out in the Social Way 3.0 allows us to understand our water-related socio-economic impacts, and ensures that we engage proactively and transparently with our stakeholders to understand their concerns. Consultation with local authorities and community representatives helps us to address concerns while also developing innovative solutions that can lead to improved access to water for drinking, agricultural and other uses. (See more on the Social Way 3.0 on page 52.)

## Activities in 2022

### Fresh water reduction pathway and definition

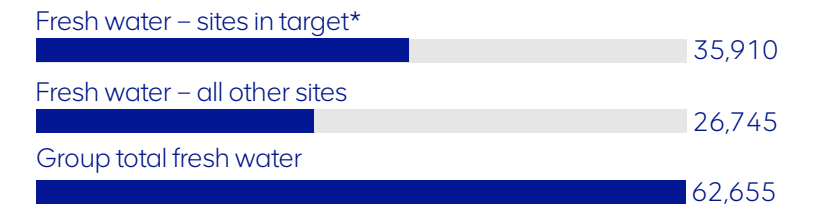
We put in place a pathway for the achievement of our ambitious Sustainable Mining Plan goal of reducing Group-wide fresh water withdrawals in water scarce areas by 50% by 2030, relative to the 2015 baseline. Using the World Resources Institute’s Aqueduct tool, 83% of our sites are in areas with medium to high water stress.

To guide our work in this area, we also clarified the definition of fresh water as naturally occurring water that meets the criteria of the Minerals Council of Australia’s Water Accounting Framework (WAF) Category 1, excluding precipitation and run-off, which reasonably cannot effectively be prevented from entry into our operational processes.

To ensure that senior management is aligned with achieving this pathway, we include reduction of fresh water abstraction as one of the performance measures for our 2022–2024 LTIP.

As a part of our global water savings initiative, we continued to focus on major projects across our operations that can achieve significant and sustainable reductions in fresh water withdrawals. Extreme weather events can make excess water as much of a challenge as water shortages at many of our sites.

## Fresh water withdrawals by water stress classification in ML



\*19 sites that were operational prior to 2018 when the SMP target was set.

## Addressing our water risks<sup>1</sup>

We need to understand our exposure to the three aspects of water risk – physical, reputational and regulatory – to be able to prevent value destruction and identify where the opportunities for future positive outcomes lie.

### Operational

- Insufficient volumes of water
- Inefficient use of water
- Flooding
- Ground and surface water pollution from spills and seepage
- Mine dewatering
- Slope failure due to inefficient depressurisation

**Reputational:**  
Perception that company does not do business responsibly or transparently

**Physical:**  
Not enough water, too much water, water not fit for use

**Regulatory:**  
Changing, ineffective and poorly implemented governance

### Social, environmental, political

- Lack of access to water
- Climate change
- Population growth
- Change in political situation
- Loss of social licence to operate

We have stringent design criteria for stormwater management structures to minimise the risks of flooding our operations and unplanned discharges to the environment.

Our fresh water withdrawals included within our Sustainable Mining Plan target decreased by a further 3% to 35,910 ML (2021: 36,888 ML). This is a total reduction of 26% against the 2015 baseline that informs the Sustainable Mining Plan target – one that we are well-positioned to achieve. The reductions in fresh water were mainly due to significant increases in efficiency at the Amandelbult (PGMs) and Venetia (De Beers) mines. The sites achieved this by improving their water re-use and recycling rates, reducing their reliance on fresh water. This focus on efficiency will continue at all our operations throughout 2023.

#### Finding alternatives to fresh water sources

Our PGMs business has continued to lead the way with projects to utilise alternatives to fresh water resources. Our operations at Mogalakwena and Rustenburg in South Africa have an agreement with three local municipalities to use treated effluent pumped from the local wastewater treatment works.

This reserves potable water for use by local municipalities and enhances our water security position. A fourth such agreement is due to take effect in 2023 at Northam, near the Mortimer smelter.

#### Water stewardship

We are committed to ensuring that the water resources we manage and the savings we achieve by reducing fresh water withdrawals translate to additional water availability in ways that are socially equitable, environmentally sustainable and economically beneficial.

During 2022, we compiled a Group-wide database of our water stewardship activities. Nearly half of all projects provide access to water to the communities around our operations, predominantly through supporting infrastructure for water supply, working closely with regulators and local and national government. Our Sustainable Mining Plan target is making a strong contribution to returning fresh water to the catchments within which we operate, and we continue to increase our spend on improving water quality for communities and the environment.

#### Partnering on the largest water recycling project in Brazil

Minas-Rio announced a partnership with the port of Açú to study the possibility of re-using the water that is used to carry concentrate from our Minas-Rio operation in Conceição do Mato Dentro to the port. It would be one of the biggest water recycling projects in Brazil.

The port of Açú has the third largest iron ore handling terminal in Brazil. On arrival at the port, the slurry in the pipeline goes through a filtration process, separating the water from the ore, after which the effluent is then treated and disposed of. The partnership will study the treatment and use of all of the effluent in the port's industrial complex.

#### Reducing our reliance on fresh water in Chile

We continued our efforts to divert fresh water for beneficial use and increase water supply to host communities near our Los Bronces operation in Chile. Our integrated water security project (IWSP), which comprises two phases, involves replacing the bulk of the current fresh water sources for the Los Bronces mine with treated waste water.

In the first phase, in September 2022, we signed an agreement with Aguas Pacifico, a Chilean water desalination and solutions provider, to secure desalinated water for our Los Bronces copper mine. In this first phase, the desalination plant will supply up to 500 litres per second (l/s) of desalinated water to the mine from 2025, via a pipeline the plant to a water-reception pool at our Las Tórtolas operation. This desalinated water will supply more than 45% of Los Bronces' needs while also providing clean water to approximately 20,000 people in the communities of Colina and Til Til, local to the operation and also to approximately 15,000 people along the pipeline.

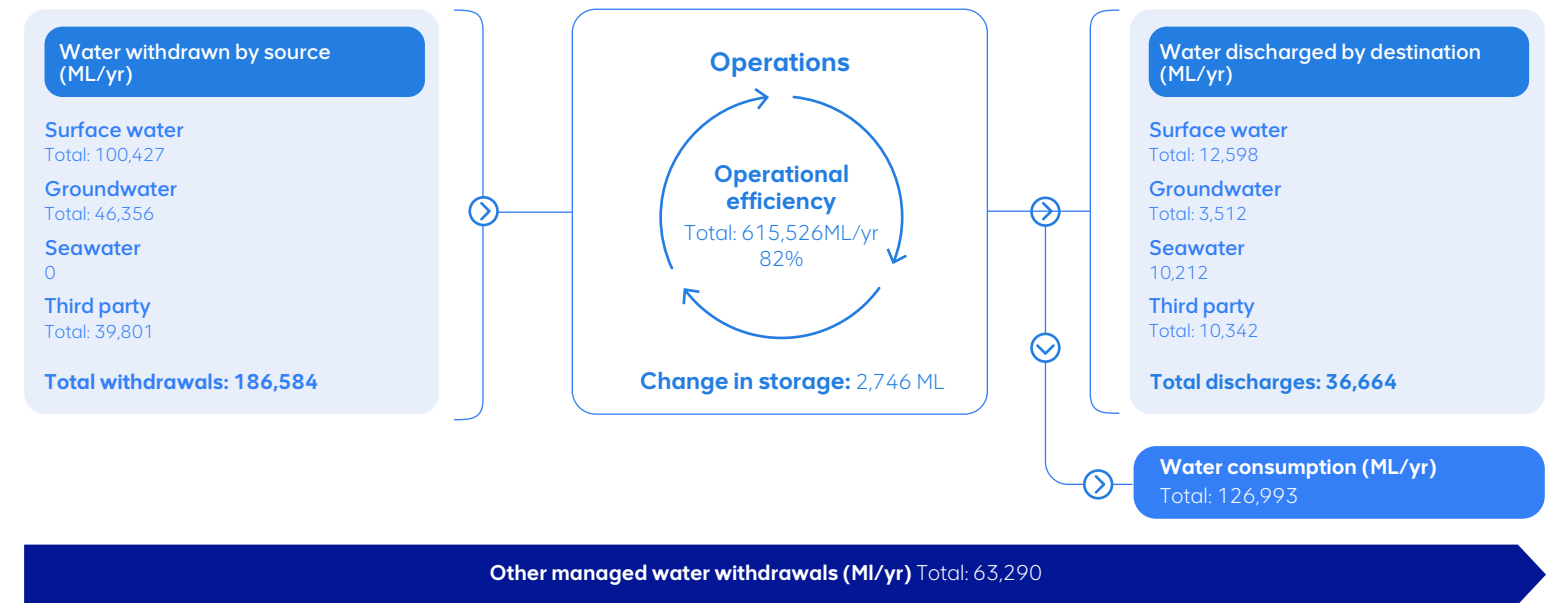
In the second phase, we are also planning an innovative regional swap scheme to provide desalinated water for human consumption in exchange for treated wastewater that will supply our operation and is currently being discharged into the ocean. This would allow us to stop withdrawing any fresh water for Los Bronces – our ultimate goal – while further enhancing the provision of clean water to local communities in the greater Valparaiso area.

The benefits of the IWSP will be wide-reaching. The project will not only provide clean water to host communities, it will also provide a permanent water supply solution for Los Bronces, a key factor in maintaining current and potential future production levels, as well as contributing significantly to the Group's 2030 fresh water reduction target.

#### Partnering to develop a path to water security for the city of Polokwane

Anglo American has been working with AB InBev and the Strategic Water Partners Network since 2019 to develop a business case and projects to reduce water leakages and unbilled water to improve the water security for the city of Polokwane, South Africa.

### Water management in 2022



“Our people have always come first. We know that water is life and believe that this partnership is proof that public-private partnerships can and do work for the good of all South Africans. We look forward to working with our partners to push the boundaries of what is possible and bring more life to our city and our people.”

#### Meshack Thaba

Acting Director Water and Sanitation, Polokwane Municipality

One of the most densely populated and economically significant areas in South Africa's Limpopo province, the city currently obtains its water from local sources that are reaching upper limits of supply and are vulnerable during periods of low rainfall. The most responsible and economic solution for water security is to ensure that every drop is properly accounted for and is delivered to the consumer.

A water conservation and demand management strategy and business plan for Polokwane was developed to help reduce water losses, as well as unbilled and unaccounted-for water. By providing higher-confidence information, it has already helped to improve water management within the municipality and has resulted in the recovery of unbilled water, which has already paid for the project funds incurred so far.

Recommended priority interventions include visible leakage repair, bulk meter replacement and installation to improve the accuracy of data, pressure management, improved major consumer metering and monitoring, as well as flow, pressure and level monitoring. A business case is being prepared to unlock further investment to accelerate the improvement of the infrastructure and metering.

#### Eliminating Level 3 incidents

There was, unfortunately, one Level 3 incident reported in 2022, at our Polokwane PGMs smelter, related to water discharge following a period of significant storm water. The discharge did not result in any environmental toxic impact. In the event of any incident, we launch a comprehensive investigation of the root causes of the event to ensure it is not repeated.

We continue to implement the findings of the Level 3 mitigation study, which is being facilitated by the increased maturity of implementation of the WMS across the Group.

#### Next steps

In 2023, we will expand the water efficiency initiative (piloted at Amandelbult in 2022), which includes identifying opportunities to drive increased re-use/recycling of water involving conventional and new technologies, and developing a long term pathway for water efficiency to 2030. This will have the dual benefit of reducing discharges and improving water quality used in the processing plants.

#### Case study



The reservoir created by the completion of our dam on the Vizcachas river provides water for Quellaveco and for a large irrigation project in the Moquegua region.

## Quellaveco – bringing water to local farmers

Anglo American conceived Quellaveco as a model mine and we worked in close dialogue with host communities in the Moquegua and neighbouring regions to ensure that our water management approach improved the quality of life for local stakeholders, including farmers, by ensuring good-quality water supplies, especially during the dry season. We constructed the Vizcachas dam to provide a multi-purpose facility, which in addition to delivering water for Quellaveco, regulates and mitigates seasonal variations in flow and supplies a large irrigation project in the Moquegua region.

# 13,300

## Farmers who will benefit from improved good-quality water availability

The water supply in the basin where Quellaveco is located comes from two main sources: the Titire river and its tributary the Vizcachas. Owing to the underlying geology, the Titire is naturally contaminated with, among others, high concentrations of boron and arsenic, making it unsuitable for agriculture, livestock or human consumption. The Vizcachas, on the other hand, is a high-quality water stream.

Both rivers have large seasonal variations in volume, meaning reliable and consistent water availability has always been a challenge for communities. One of the major commitments we made during the extensive community dialogue process when planning the construction of the mine was to use the Titire as our principal water supply source (about 80% of the water consumption) via a run-of-river intake, with the Vizcachas becoming a secondary water supply source (about 20% of the water consumption) via a reservoir that can fully regulate the river flow, mitigating the otherwise seasonal variations. During the wet season, the Titire will provide 100% of Quellaveco's water needs and, during the dry season, when the Titire flows reduce, the water supply will be complemented with the water stored in the Vizcachas dam. This is essentially a swap arrangement for communities of poor-quality water from the Titire for a good-quality and reliable supply from the Vizcachas during the dry season (generally, September through December).

We also diverted the Asana river away from the mine's operational area via a tunnel through the mountainside to protect both the quantity and quality of its water and to ensure it continued its flow downstream unaltered and untouched by the mine's activities.

Our innovative and consultative approach to water management at Quellaveco will help local farmers maintain water quality during the dry season and enhance crop and livestock yields, improving the lives and livelihoods of the communities in Moquegua and the Arequipa region.

— See more on [www.angloamerican.com/quellaveco](http://www.angloamerican.com/quellaveco)

# Mineral residue management

The management and storage of waste rock and processed mineral residue – known as ‘tailings’ – remains a critical issue for the global mining industry. Mineral residue management presents us with social, safety and environmental challenges throughout the lifecycle of our mining operations and, as such, we embrace the introduction of the comprehensive Global Industry Standard on Tailings Management (GISTM).

In 2022, we continued to work towards implementation of the GISTM, while also working to develop and implement technological solutions – including enhanced and standardised control systems – across our operations.

## Our approach to mineral residue management

### Storing mineral residue

After the completion of mining and processing, we are left with a mineral residue that is generally made up of two principal components:

- Waste rock left from extracting the ore from the ground
- Tailings – the mineral waste that remains after the mined ore is processed to separate the valuable metals or minerals from the host rock.

Tailings can be stored in mined-out pits or, if the impact on the groundwater can be managed, in underground mine openings. We often store tailings in specially constructed above-ground tailings storage facilities (TSFs).

62

TSFs managed in total

29

TSFs in active use

24

TSFs inactive or in care and maintenance

9

TSFs closed or rehabilitated

TSFs can contain either conventional wet slurried or dewatered tailings, the latter also being known as ‘dry stacks’. Wherever possible, and, if deemed to be the optimal solution, we store mineral residue in dewatered stacks and in mined-out areas. This helps to reduce both safety and environmental risks, as well as to minimise the footprint of our operations.

As the world’s demand for raw materials has grown substantially in recent decades, and as the grades of many ores have decreased over time, the cumulative volumes of mineral residue have increased exponentially.

Anglo American has identified tailings dam failure as a principal risk, including the possibility of outer wall collapse or overtopping. Given the potential severity, the Group has categorised this as one of four catastrophic risks related to its operations. For example, if such an event occurs, liquefiable material can have a substantial impact on host communities, infrastructure and the environment hundreds of kilometres downstream of the event. Understanding this reality helps to guide our work to manage TSFs safely.

### Managing tailings safely

Our Group Tailings Standard addresses the risks of both tailings and water management facilities, as well as waste rock dumps. The standard sets out requirements for design, monitoring, inspection and surveillance, which we follow as a minimum requirement practice in each jurisdiction where we operate. It is aligned with current best practice, including the requirements of the GISTM.

We use the latest technologies in our mineral residue management, applying rigorous engineering and scientific data, based on our extensive experience and specialist knowledge. Where possible, and if deemed to be the optimal solution, we try to place tailings and waste rock together to reduce environmental impact, improve stability of the outer walls of the TSF, and minimise the disturbed area. This also reduces water evaporation losses and optimises our mine-closure efforts. Examples include De Beers’ Venetia diamond mine in South Africa, our PGMs Mogalakwena operation in South Africa and the independently managed Collahuasi copper joint operation in Chile.

— For more information on our approach to managing tailings safely  
Visit [www.angloamerican.com/tailings](http://www.angloamerican.com/tailings)

### Engaging communities and our industry

As part of our holistic approach to the safety of our tailings dams, we engage and communicate with interested and affected communities. The Social Way 3.0, our social management system, requires sites to develop emergency management plans, including recovery, and includes evacuation drills, with local communities wherever it is relevant.

It is also important to us to implement international best practice and collaborate with our industry peers to provide the benchmark in mineral residue management. We have been vocal in this regard, encouraging an industry-wide conversation about tailings and the role that they play in the mining process.

### Activities in 2022

#### Aligning with the GISTM

The GISTM represents a vital step forward for the global mining industry. It was the product of the Global Tailings Review, which was co-convened by the United Nations Environment Programme (UNEP), Principles for Responsible Investment (UNPRI), and the ICMM.

Anglo American played an active role in the multi-stakeholder process of developing the GISTM, which covers standards and practices over the entire tailings facility lifecycle and sets a high bar for the mining industry to achieve strong social, environmental and technical outcomes. The GISTM is intended to be applied to existing and future tailings facilities, wherever they are found, and to whomever operates them.

In 2022, we completed the process of updating our Group Technical Standard to align with the technical requirements of the GISTM. The social aspects are encompassed in our Social Way 3.0. We continued to work towards conformance with the GISTM in line with our ICMM membership commitment. This commitment entails that TSFs with ‘Extreme’ or ‘Very High’ potential consequences, as rated under the GISTM, are to be in conformance by 5 August 2023. The ‘Extreme’ and ‘Very High’ potential consequences under the GISTM generally correspond to the ‘Major’ rating under our internal Consequence Classification of Structures (CCS) rating for TSFs. All other

TSFs must be in conformance by 5 August 2025, which relate to the TSFs rated ‘High’, ‘Moderate’, ‘Minor’ and ‘Insignificant’ under the internal CCS.

To further our conformance with GISTM requirements, we have made significant progress on investigating site and tailings material strength, behaviours and facility instrumentation installation. For example, to better understand the technical risk related to potential outer wall collapse, we performed comprehensive in situ testing of upstream constructed TSFs in South Africa. We also investigated geochemical, geotechnical and groundwater quality matters related to our TSFs. As part of our implementation, we worked to develop guidance to allow operations to fully define the requirements of post-failure recovery and emergency management planning.

We also continued to engage with all stakeholders on emergency preparedness and response planning.

— To view our Tailings database  
Visit [www.angloamerican.com/tailings-database](http://www.angloamerican.com/tailings-database)

### Ensuring rigorous management and oversight

To ensure proper management and oversight of our TSFs, we seek to build in additional lines of internal and external operational support and assurance. During the year, we worked diligently to put this into place at TSFs where this contributes to the oversight process. We also deployed our updated critical control management systems for our tailings dams.

As part of our GISTM implementation, in 2022, Anglo American formalised the requirement to appoint an accountable executive who is responsible for safety and emergency management at each TSF. An accountable executive has been appointed at all managed operations.

The GISTM also requires the appointment at each TSF of an internal engineer to be the competent person responsible for the integrity of a facility, known as the responsible tailings facility engineer (RTFE); and an external engineer, known as the engineer of record (EoR), which entails the engagement of a specialist engineering firm. All of our major-rated TSFs have an RTFE and EoR appointed.

In addition, the GISTM requires a technical review panel (TRP), known as the independent tailings review board (ITRB), to be in place for additional oversight. All major TSFs have an ITRB appointed.

Our Risk, Assurance and Governance Policy implements a model based on Three Lines Model: the first line is comprised of the accountable executive, RTFE and EoR, who own and manage the risk; the second is an internal corporate team, which provides expertise and support, and challenges the assumptions of the first line; and the third is internal audit.

### Innovation and continuous improvement

As part of our ongoing focus on satellite, drone and remote monitoring solutions, we implemented the interferometric synthetic aperture radar (InSAR) system at our upstream tailings dams. InSAR uses satellite technology to reflect radar signals off a surface to measure deformations over time. This technology – combined with state-of-the-art instrumentation and dashboards for visualisation and interaction – allows the appropriate stakeholders to have complete oversight of the behaviour of our dams at any time or location.

The deployment of drone-based solutions has allowed us to inspect our facilities in ever greater detail from anywhere in the world. This tool will continue to be implemented alongside traditional inspections to provide additional oversight.

We have applied the highest level of geotechnical engineering and consulted with renowned international specialists to help us fully understand the behaviour and performance of our tailings facilities. We also employed third-party reviewers to help better understand our risk profile, going beyond existing GISTM requirements or internal standards.

We continued to explore applications for our patented hydraulic dewatered stack (HDS) technology. Implementation of HDS leads to safer facilities due to reduction in volume of saturated tailings, increased volume of water returned to the plant and reduction in the closure period and hence earlier repurposing of the land to benefit the community.

Draft seismic hazard maps were completed for the southern African region during 2021, including South Africa, Namibia, Botswana and Zimbabwe, which will be updated considering the learnings from continued site-specific reviews. We continued to conduct site-specific reviews, with the aim of carrying out seismic stability analyses for our TSFs in 2022.

The spatial inventory management platform is a complex virtual model that exactly matches the material flow within a given mining operation. This provides the most accurate, up-to-date information about all material held across our supply chains. While the major application of this platform has been in modelling flows of core products through our processes, we are also applying this technology to materials that we have traditionally regarded as waste. Innovations such as 3D modelling, virtual reality and augmented reality are transforming how we interpret and use this data.

#### Next steps

In 2023, we remain focused ensuring that our TSFs are managed to the highest standards of safety. This entails a significant volume of work and independent technical oversight. For example, we will continue to refine our trigger action response plans, which increases our confidence that we are monitoring the correct metrics to ensure high safety standards.

We will continue to implement our updated Group Technical Standard in alignment with the GISTM by standardisation of our risk assessment processes to inform reductions to as low as reasonably practicable (ALARP). Over the short term, we aim to further reduce the Group's risk profile for TSFs with 'Extreme' or 'Very High' potential consequences under the GISTM by the standardisation of our risk assessment processes to inform reductions to ALARP. In the long term, we also intend to expand the updated Standard to the lower rated facilities.

At the same time, we will drive to continue our geochemical and groundwater related work to understand the broader system across our portfolio of TSFs.

We also remain committed to transparency in mineral residue management and will update information on our tailings facilities, including our publicly available tailings database and reports. As part of this work, we will continue working to align our disclosure with the GISTM.



Hydraulic dewatered stacking (HDS) is an emerging technology that allows the safe disposal of mining by-products and accelerates our progress towards the end of wet tailings storage. Featured is the demonstration plant at our El Soldado copper operation in Chile, where HDS technology is being trialled on a large scale.

### Case study

The development of HDS is built upon the adoption of coarse particle recovery (CPR), another value accretive FutureSmart Mining™ technology. CPR delivers value in several ways, but it was the production of a fines-free tailings product that opened our eyes to the possibility of utilising this material to facilitate faster dewatering of conventional tailings. The CPR-HDS story really demonstrates the benefit of a dedicated innovation team with a systems-based approach to the mining value chain.

The El Soldado demonstration facility was approved in 2021 and commissioned in 2022. A fully lined trial tailings facility with a capacity of 250,000 m<sup>3</sup> has been constructed with its own sand stockpile and preparation system; water return dam and flexibility in trialling different sand placement approaches.

# 80%+

## Water recovery achieved through HDS in early results

Early results are promising, water recoveries exceeding 80% have been achieved and the rate of water removal and its quality have surpassed expectations. Engineering and operational challenges remain, such as delivering consistent sand placement at scale but these are being overcome as the trial progresses, assisted by extensive instrumentation in and around the facility that allows us to understand more than ever the behaviour of the tailings.

Anglo American is looking to identify industry partners and is seeking licensing opportunities to accelerate the development and implementation of the technology to the benefit of the industry.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

## Demonstrating a new tailings management system in Chile

We continue to explore innovative technology solutions in pursuit of closed loop operations with respect to water.

Mineral processing uses large quantities of water to recover the metals society needs. However, this ultimately results in the production of large volumes of wet tailings, which require highly engineered tailings storage facilities. Accelerating the consolidation and dewatering of these fine-grained slurries will deliver a safer facility and drastically reduce water loss – an attractive proposition when 83% of our sites are in areas with medium to high water stress.

In 2022, our El Soldado copper operation in Chile commissioned a large-scale demonstration of our patented technology, hydraulic dewatered stacking (HDS). The system delivers accelerated consolidation and dewatering through engineered co-disposal of conventional tailings and fines-free sands, derived from the tailings themselves.

The HDS solution is another visible impact of FutureSmart Mining™, our innovation-led approach to mining. It delivers a step change in the recovery of water, our most precious resource, and opens up new possibilities for land use post-closure; through the delivery of a stable landform that can be repurposed to the benefit of all.

# Air quality and operational emissions

We aim to reduce emissions at source and use digital technologies to advance our goal of making a positive impact on people's lives. Consistent with this commitment, in 2022, we continued our holistic approach to ensure alignment with international standards and guidelines and to drive new performance benchmarks in operational emissions through our FutureSmart Mining™ technologies and digital innovation programmes.

## Our approach to air quality

We recognise that all operational emissions – including particles and dust, GHG and non-GHG emissions, noise and vibration – have the potential to impact environmental health and can occur at any stage of the mining lifecycle.

Consistent with our Purpose, our Environmental Emissions and Risk Management approach seeks to improve people's lives by providing a proactive framework for how we monitor and manage these emissions from our sites – integrating data, monitoring and strong standards into operational routines to drive site-level ownership and increased transparency.

## Activities in 2022

### Using real-time and predictive data to improve controls

In 2022, we focused on looking at further integrated efforts across all environmental emissions.

Our integrated approach enables data-driven decision making using a combination of leading and lagging indicators. For example, at several sites we are using automated, real-time air quality and noise monitoring tools to minimise our impact on our employees, the environment and on host communities.

In 2022, we added more sites to our predictive environmental monitoring programme and worked with operations teams to progress projects from pilot to implementation where predictive data is now embedded into daily decision making and operational control systems. This solution brings together software, hardware (sensors) and data science from multiple operational data sources into a single platform. It provides us with the ability to predict critical environmental factors at operations, such as air quality, emissions, noise, water quality

and weather. The technology improves the monitoring of environmental factors, enables proactive action to be taken to avoid potential incidents and enhances transparency, allowing us to share data and forecasts in real time with our external partners.

Consistent with our goal of becoming carbon neutral in terms of Scope 1 and 2 emissions by 2040, we use GHG models as a crucial tool for measuring progress on emissions projects. This allows us to map the impact of our existing and planned mining and processing operations. In 2022, we worked with our Data Analytics team and external partners to start incorporating energy and GHG modelling within our digital operating plans and further develop the pathway to our Sustainable Mining Plan ambitions.

Our approach also focuses on using nature-based solutions to protect the environment. For example, we are exploring the potential application of bacteria and microbes as opposed to chemicals for the purpose of dust suppression. This application would ensure that we minimise the use of water resources that would have otherwise been directed towards these activities.

During the year, we also worked to ensure our approach was properly aligned with the Social Way 3.0.

### Air quality performance

During the year, we ensured that all self-assessment plans against our Group Air Quality Standard were completed.

During the reporting period, we generated a total of 7,362 tonnes of SO<sub>2</sub> (2021: 27,000 tonnes) and 27,456 tonnes of nitrogen oxide (NO<sub>2</sub>) emissions (2021: 27,000 tonnes). The 2022 Group SO<sub>2</sub> emissions data excludes PGMs' smelters

At our Chagres Smelter, an acid plant control room operator is able to operate the smelter based off information provided by the operational and air quality dashboards.



7,362  
tonnes of SO<sub>2</sub> generated

27,456  
tonnes of NO<sub>2</sub> emissions

and refineries, as the reporting of this data is aligned to the South African National Atmospheric Emissions Inventory System (NAEIS) reporting requirements. This regulatory reporting cycle runs from March to March, rendering 2022 and 2021 data incomparable. The full updated data will be available online as a part of our Sustainability Data sheets.

### Noise management

Consistent with the expanded focus of our emissions approach, we worked with our operations in Brazil to adopt and test a solution that integrated all noise sources, weather and operational data, including fleet management.

By integrating noise monitoring data into our fleet management platform, we can avoid having high concentrations of vehicles in areas where sounds might be amplified into the nearby community, for example at night. This enables operations to be adjusted proactively to avoid community impacts by taking into account weather conditions and operational needs.

The initial results show that we have the ability to better balance material flows around the mine at times when prevailing wind conditions could create an increased noise footprint, while at the same time also reducing the potential for operational dust emissions.

### Next steps

We will continue our real-time data, predictive monitoring and digital control management. This will include rolling out our operational emissions dashboards and forecasting tools, covering noise, vibration, particulates and other types of emissions, as part of our holistic approach to environmental management and support positive health outcomes.

# Circular economy and materials stewardship

The metals and minerals we mine are vital to deliver a sustainable future. At Anglo American, we understand the imperative of delivering the materials society needs while protecting our planet.

This challenge is at the heart of the circular economy, which is about minimising waste in all its forms and making the most of what we have. It advocates consuming fewer resources in the first place and using them for longer. At its core, the circular economy is about decoupling economic growth and prosperity from resource use.

## Our approach to circularity

Anglo American espouses the three basic principles of the circular economy, as defined by the Ellen MacArthur Foundation.

We are committed to contributing to the circular economy, in our operations an important component of that means being a leader in materials stewardship – where all materials, including those currently viewed as waste, are managed for the long term benefit of all stakeholders. Our intention is to focus on the hierarchy of waste management, with a special impetus on avoiding the production of waste in the first place and then in finding value where there was none.

- **Design out waste and pollution:** this includes all types of waste – including non-physical waste such as wasted human resources or capacity – and the release of greenhouse gases and hazardous substances, the pollution of air, land, and water, as well as structural waste such as traffic congestion
- **Keep products and materials in use:** this means designing for durability, re-use, re-manufacturing and recycling to keep products, components and materials circulating in the economy. It also includes the effective use of bio-based materials
- **Regenerate natural systems:** a circular economy avoids the use of non-renewable resources and preserves or enhances renewable ones, for instance, by returning valuable nutrients to the soil to support regeneration or using renewable energy.

“From thinking to doing: we are focused on enabling circularity throughout the value chain.”

Our approach to circularity can be seen across our business practices:

- In our operations, we seek to optimise the use of resources, eliminating physical waste and maximising process efficiency. We aim to achieve a neutral or net positive impact on the environment
- Throughout our value chains and across our Marketing business, we work to maximise the value of our products during their full lifecycle. We also support the development of technological innovation that can serve to advance this goal

As we gain a deeper understanding of circularity and how it intersects with our business, we are working to embed circular principles into our processes and build a culture that both thinks and acts circularly.

Many of our flagship initiatives are already circular in nature. For example:

- Our FutureSmart Mining™ programme is delivering step-change innovations in technology, digitalisation and sustainability to transform the future footprint of mining across the entire value chain
- Our P101 Transformational Asset Productivity programme is eliminating wasted capacity across our assets and processes, continually pushing beyond benchmark performance
- Our Responsible mine closure programme is finding ways to continue to extract value from end-of-life mines as part of a broader remit to support local communities.

Other examples of our approach to circularity in action include our ongoing portfolio transition towards metals and minerals that support a greener, cleaner, more sustainable world; our efforts to reduce energy consumption and intensity; and our increased use of renewable energy.

## Activities in 2022

We are working towards the characterisation of all our mineral waste, which will provide us with a better understanding of how we can use it as a resource.

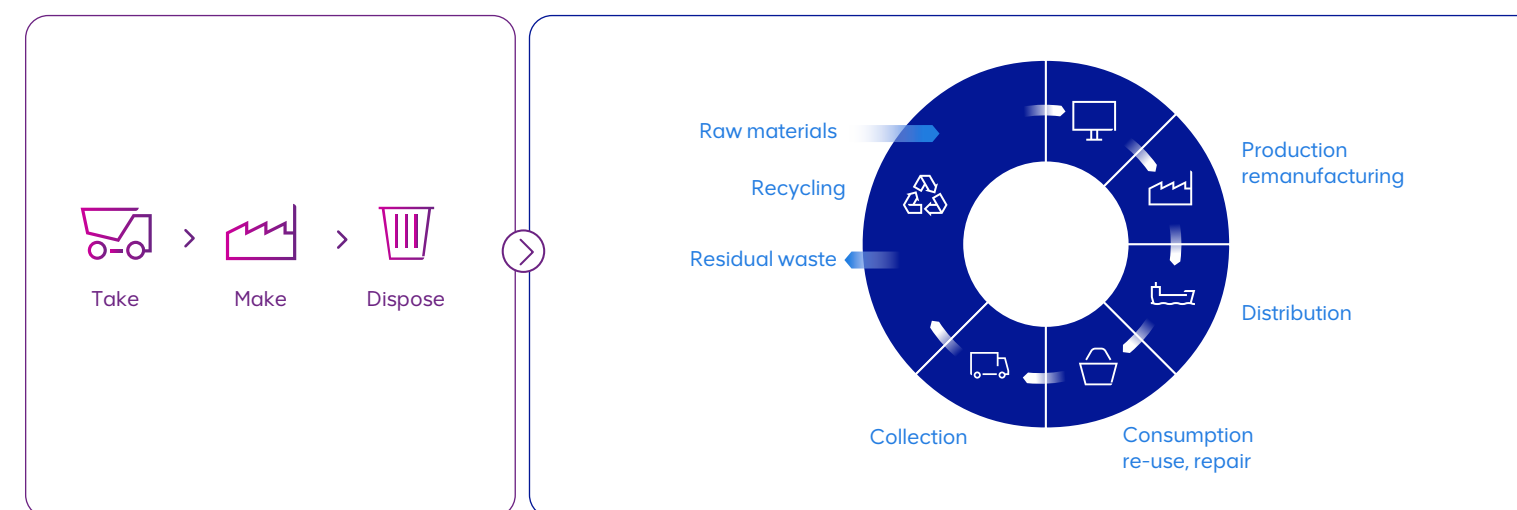
Waste rock generated through traditional mining techniques represents one of the biggest circular opportunities for the industry when transformed to be suitable for use in construction materials or agricultural uses. During 2022, Anglo American launched a pilot Soils for Community project with the aim of generating value through manufacturing soils from mine waste for use in community agricultural projects.

## Building highways from slag in Brazil

Although slag is certified as non-hazardous waste and does not pose a major environmental risk, it is nonetheless a significant challenge for mining companies. As it piles up in huge volumes, it requires ever-larger storage facilities, which may result in the need to have additional permits in place.

Through a series of partnerships, we continued to seek a solution to the treatment and disposal of slag.

## To decouple growth from resource use, waste in conventional linear processes needs to be identified and eliminated



For example, our Nickel business teamed up with Brazil's Federal University of Espírito Santo through the donation of 10,000 tonnes of slag to be used in asphalt for the university to test on highway toll plazas. Following on the success of these tests, we are looking to test the product on a 600-kilometre stretch of the Belém-Brasília highway, an important route that spans 1,900 kilometres.

### Sharing lessons learned from our zero waste to landfill journey

In 2022, our work as leaders in materials stewardship was recognised in an article published by the CBI, a not-for-profit organisation that represents the UK's business community. It highlighted the lessons learned that we could share from the zero waste to landfill journey of our PGMs business in South Africa. Since 2013, PGMs has achieved a 99.9% reduction in waste to landfill, saving in excess of more than 503,053 tonnes of CO<sub>2</sub> equivalent emitted.

We also developed a new Group-wide dashboard to account for non-mineral waste. Based on the experience of our PGMs business, we agreed a roadmap for the business to achieve zero waste to landfill, and developed a technical and communications toolkit based on the latest behavioural science.

Our focus on improving our Group data collection and validation systems, partly explains the increase in waste disposed compared with 2021. However, the main change comes from waste sent to landfill due to construction at Woodsmith. While it is classified as non-mineral waste, we estimate that about 12,000 tonnes relate to moved earth, as opposed to waste. We have taken the approach to consider this part of our ordinary activities and include it in the overarching diversion rate of 58%. If we excluded the Woodsmith construction waste, the Group diversion rate would be approximately 70%.

### Ongoing partnership to accelerate circular innovation

Anglo American is proud to be a partner of The Circulars Accelerator, which supports start-ups that work in the circular economy area. Launched in 2020 as an evolution of the highly successful Circulars Awards programme, its second cohort ran in the first half of 2022 and its third is under way. The partnership is led by Accenture and supported by Anglo American, Ecolab and AWS (Amazon Web Services). Hosted digitally on UpLink, the World Economic Forum's (WEF's) platform for SDG innovation, the programme enables us to engage with some of the most innovative disruptors to help them overcome barriers to scale, and where possible, to identify areas for direct collaboration.

— For more information  
<https://thecirculars.org/>

— For more information  
<http://bit.ly/3DQQqcw>

### Embedding circularity in our culture

We want to foster a culture where everyone learns to view what they do through a the lens of circularity. We are encouraging people to think in terms of transformations: not just about recycling or protecting the environment, but about envisioning new business models aligned with a circular view.

As embedding circular thinking in our culture will be a key part of our success, we have designed a programme of online learning so that colleagues everywhere can explore the concept and how they can apply it in whatever role they perform. This e-learning goes hand in hand with CircuLab, our internal circular economy incubator.

### CircuLab – turning ideas into innovation

In 2022, Anglo American held the second cohort of CircuLab. Of the roughly 200 ideas submitted, we selected 18 to move forward. These include projects to eliminate single use plastics, using microbiology to improve metal recovery, and exploring how to increase awareness of the circular economy in host communities.

In addition, three pilots from 2021 are still ongoing, covering the development of a prototype for the automated recovery of nickel dust from around the furnace, using biofuel and turning waste rock into soil.

**“Turning ideas into innovation across our global operations makes CircuLab the gateway for game-changing solutions.”**

CircuLab is about encouraging employees to think about new ways to approach materials that would normally be considered waste as something of value. It democratises innovation and sustainability by empowering our people to find circular opportunities and design ways to remove waste from our operations.

By harnessing and directing the insights and energy of innovators across our business, we can create incredible opportunities for our people and our business, to take us even further in the transition to the circular economy.

### Open forum on circularity

In June 2022, Anglo American held the Circular Economy Open Forum. It focused on understanding the circular economy and existing innovations both within mining and in other industries. Gathering world class experts from a variety of industries to help solve some of our big challenges, the ultimate goal of the Open Forum was to find more efficient ways to mine, but also, crucially, to reduce our impact and create a positive legacy for the surrounding environment and host communities.

### Case study



During the Covid-19 pandemic, Group head of international and government relations Froydis Cameron-Johansson welcomes participants virtually to the Circulars Accelerator programme.

## The Circulars Accelerator – fostering breakthroughs in the circular economy

The Circulars Accelerator is an action-oriented programme supporting disruptive start-ups to scale their circular economy solutions run by Accenture, in collaboration with the World Economic Forum, and in partnership with Anglo American, Ecolab, and Amazon Web Services. At Anglo American, we are working with one of the 2022 cohorts, Topolytics, on a six-month pilot project to understand our current waste streams and drive future waste reduction initiatives.

Over six months, start-ups receive bespoke strategic advisory, access to commercial opportunities, and introductions to the investor community to accelerate the transition to a circular economy, create value for stakeholders, and drive action-focused collaboration. Through 2021–2022, cohort members benefited from more than 40 commercial connections with multinationals and over 350 advisory connections with industry leaders.

### Driving action-focused collaboration through the Circulars Accelerator

One of the core challenges of transitioning to a circular economy is addressing waste, as it is often overlooked and generally accepted as an unavoidable cost of doing business. The Circulars Accelerator is committed to driving

innovation to address waste challenges, and supports start-ups that aim to revolutionise waste management, eliminate waste from business processes, and utilise current waste streams as inputs into new or existing products. Anglo American closely partners with The Circulars Accelerator in this critical area to drive value and impact at scale and to further progress on meeting our own zero-waste goals.

>390

Commercial and advisory connections made for programme start-ups

With less than a decade to deliver on the UN Sustainable Development Goals (SDGs), urgent action is needed to restore the global economy to a regenerative, circular system. This will require significant innovation across the business community and investment in disruptive technologies aimed at transforming our current economic model. Connecting highly innovative, circular start-ups with the global economy will position them to catalyse accelerated and disruptive change at scale. This is the impact that The Circulars Accelerator and Anglo American are ultimately looking to drive through action-focused collaboration, to build a better and more sustainable future for people and the planet.

— See more on [www.angloamerican.com/circular-economy](http://www.angloamerican.com/circular-economy)

The forum brought together representatives from across multiple business units within Anglo American and people leading circular initiatives in other industries and organisations. This included experts on waste, water and materials systems, and pioneers of innovative start-ups and corporate circularity leaders. Everyone attending brought unique insight, ideas, and experience so that, together, they could explore the potential that the circular economy holds for mining.

#### Engagement on circularity

Global policy around circularity is moving quickly, requiring Anglo American to remain agile in its engagement on this topic. Discussions with and feedback from stakeholders inform the actions we take and help us to determine whether they have been effective.

In 2022, our engagements included being part of the first Circular Economy Working Group of the International Chamber of Commerce (ICC).

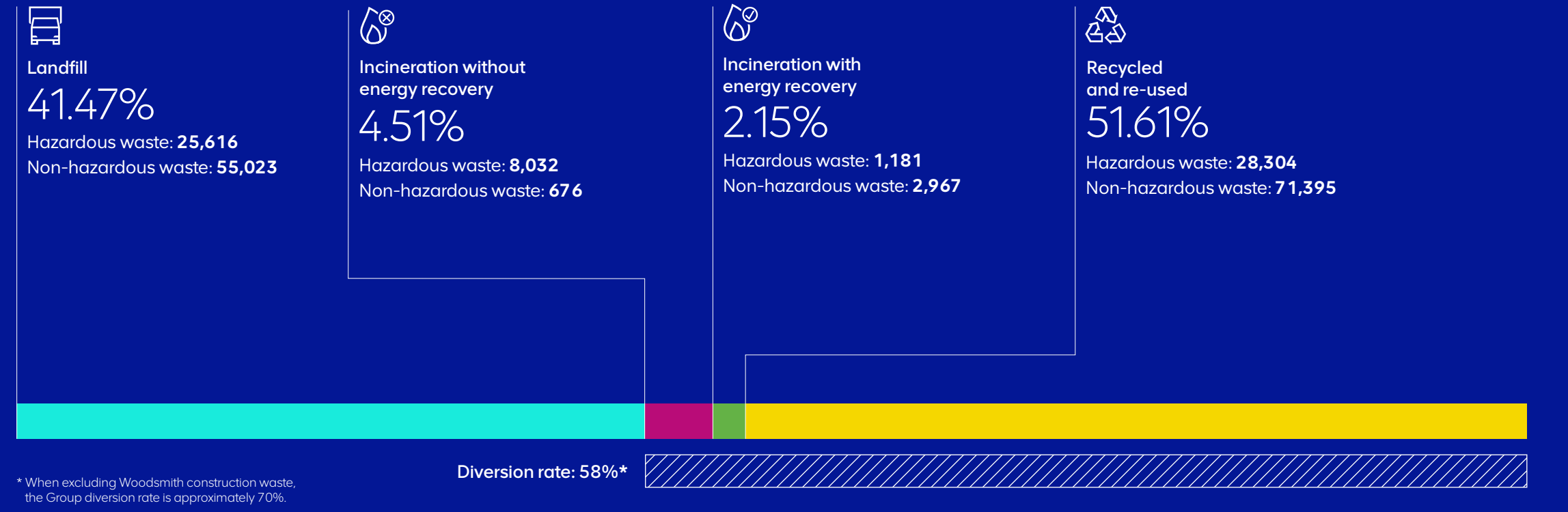
We also took part in working groups with the IRMA, the ICMM and the World Resources Institute (WRI) to develop new metrics and scorecards to measure circularity. Having looked at many of the existing metrics that have been proposed, none have been designed with the extractives sector in mind, which is driving some of our work in this area.

Another example is our membership in the Platform for Accelerating the Circular Economy (PACE) to address the current challenges in setting corporate circular economy targets. PACE is working to find solutions to help mobilise more businesses in setting targets and to help companies better navigate the existing circular target-setting landscape.

We engaged with the WEF, which set up a working group to look creatively for previously unexplored sources of value to help create a circular system for the built environment, a primary consumer of cement, aluminium, steel and plastic. These four materials account for nearly half of the world's industrial carbon emissions. For example, waste rock and slag (a by-product of the smelting process) can be suitable for use in construction materials and reduce the need for additional extraction of primary resources.

While we are already working on this at our Barro Alto nickel operation in Brazil, for example, scaling these solutions will require the private sector and policymakers to work together. Through our engagement with the WEF, we aim to ensure that policy and regulation support the application of circular economy principles to the built environment.

#### Tonnes of waste by waste activity



#### Working to scale circular ventures

One important question is how to best scale circular initiatives from pilot projects to going concerns. We are working with external companies and universities to address this challenge.

An example of these efforts is Anglo American's nuGen™ Zero Emissions Haulage Solution (ZEHS), the prototype of which we launched at our Mogalakwena PGMs mine in South Africa in May 2022. We subsequently combined NuGen™ ZEHS with First Mode, the specialist engineering technology company that partnered with us to develop the prototype, to accelerate the development and commercialisation of the nuGen™ ZEHS.

Another example is Sanergy, a pioneering organic waste upcycling business with operations in Kenya. In June 2022, Anglo American invested in Sanergy, which is developing innovative solutions to transform how fast-growing cities in the developing world manage waste by upcycling it into high value agriculture and energy products. Examples include insect-based protein for animal feed, organic fertiliser for regenerative farming and biomass fuel for sustainable, localised power sources.

In addition to supporting Sanergy in its expansion plans, part of our investment will be used to validate Sanergy's waste capture and conversion process with respect to emissions reduction potential and to facilitate access to the international carbon markets. This could unlock an additional revenue stream for Sanergy and in turn provide Anglo American with access to high quality carbon credits.

— For more information  
<http://bit.ly/3loRYEn>

#### Next steps

In 2023, we will continue our activities in support of the circular economy. We are also exploring approaches to fully embed a circular mindset into our governance structure. We will also continue to collaborate with industry bodies on circularity. In addition, we look forward to working with the new cohorts of innovators in The Circularity Accelerator and CircuLab.

# Thriving Communities



Build thriving communities with better health, education and levels of employment.

## Global stretch goals



Education



Health and well-being



Livelihoods

## Sustainable Development Goals



6 CLEAN WATER AND SANITATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



13 CLIMATE ACTION



15 LIFE ON LAND

Rodney Peonio Toledo Huacho, a technician from NGO, El Taller, at a beekeeping project supported by our Quellaveco copper mine in the Moquegua Region in the south of Peru.

# Thriving Communities

We believe that our role as a global business is to make a positive contribution to society. Through the implementation of our social performance management system – the Social Way 3.0 – and through our Collaborative Regional Development programme, we are working actively to support local and regional economies, as well as the lives and livelihoods of the communities where we operate.

## Global stretch goals

## Milestones and targets

## Progress in 2022

## Material matters



### Health and well-being

Relevant SDG targets for health to be achieved in host communities.

**2022:** Baseline established and strategies in place at every site to achieve the SDG 3 health targets.

**2025:** Operations to be halfway to closing the gap between baselines and 2030 targets.

**2030:** SDG 3 targets for health to be achieved in host communities.

Baselines were established and strategies were put in place at every site, in line with our 2022 target.

- Social performance
- Collaborative Regional Development
- Partnerships



### Education

All children in host communities to have access to excellent education and training.

**2025:** Schools in host communities to perform within the top 30% of state schools nationally.

**2030:** Schools in host communities to perform within the top 20% of state schools nationally.

Progress continues on delivering high quality education programmes within host communities through partnerships and collaboration with governments, multilateral development agencies, NGOs, trade unions, other companies and members of the communities where we operate.

- Social performance
- Partnerships



### Livelihoods

Shared, sustainable prosperity in host communities

**2025:** Three jobs supported off site for every job on site.

**2030:** Five jobs supported off site for every job on site.

By the end of 2022, we had supported 114,534 jobs through socio-economic development programmes since the launch of our Sustainable Mining Plan in 2018.

- Social performance
- Collaborative Regional Development
- Partnerships

## Other material matters

### Cultural heritage

As we create shared benefit from resource development, we aim to proactively manage any potentially adverse impacts that our activities may cause. We do this across our operations, working with custodians of the land on which we operate, to ensure that we respect their cultural heritage.

# Social performance

We are continuing to implement our industry-leading social performance management system for the global extractives sector, the Anglo American Social Way 3.0. It represents a comprehensive and innovative approach to how we interact with host communities that prioritises respect and mutual benefit for all stakeholders.

## Our approach to social performance

Social performance encompasses our interactions, activities and outcomes with respect to host communities and other local stakeholders affected by our activities. Delivering value into the lives of our external stakeholders and managing our impact on host communities are integral to the long term success of our business. (See more on the Social Way 3.0 on page 52.)

To build trust through transparency and accountability, we have made the Social Way 3.0 publicly available in English, Portuguese and Spanish. This transparency allows our stakeholders to understand what our standards are and what they can expect of us. We also seek to influence best practice in the wider industry by making the Social Way 3.0 readily available as a reference for other companies through an interactive web platform which consists of the policy and the toolkit.

— For more information on the Social Way 3.0  
Visit [www.socialway.angloamerican.com](http://www.socialway.angloamerican.com)

## Activities in 2022

### Embedding the Social Way 3.0 across the business

We continued working to strengthen and broaden our social performance competencies through embedding the Social Way 3.0 across the organisation. As part of the implementation process, each site and function has established cross-functional Social Performance Management Committees (SPMCs).

The third year of this transitional journey was in 2022. We focused on driving greater skills and competency development, including through additional technical training.

More than 28,500 hours have been committed to Social Way 3.0 training sessions across the business since 2020. This includes orientation sessions for leaders, as well as cross-functional Social Way foundations training for non-

social performance teams, at all sites, business units and relevant functions.

Subject matter and technical training was also provided for discovery, projects and closure teams and technical training was delivered on key Social Way 3.0 topics, including: land access, displacement and resettlement; socio-economic development; cultural heritage; conflict management; and community health and safety.

As part of the Social Way 3.0 learning journey, we have developed web-based training modules and built an extensive archive of learning materials available to any Anglo American employee.

We have continued to support this work through establishing the Social Circle, our Group-wide Social Practitioner network for people working to implement the management system at site, business unit or Group levels. The Social Circle is a virtual, peer-learning forum that has been developed for both social performance practitioners and relevant Anglo American functions supporting or interested in social performance topics. It allows for open discussion of how to approach key social performance issues, and empowers peers to share their experiences from across the business.

In 2022, we held four Social Circle forums, which cover the topics of monitoring and evaluation, trauma sensitivity in community engagement, cultural heritage and community engagement in tailings management.

### Driving continuous improvement

In implementing the Social Way 3.0, we have been striving to integrate social performance into our core processes. We have also been working to strengthen governance, accountability and the professionalism of both dedicated social performance teams and non-specialists involved in delivering on this agenda.



These two women from a community neighbouring our Minas-Rio iron ore mine in Brazil have been given financial and other support by Anglo American for their doll-making business.

Throughout the year, our sites progressed with their transition plans, which set out specific activities to implement the Social Way 3.0.

An analysis of sites that had successfully implemented the Social Way 3.0 by the end of 2022 demonstrates several critical success factors:

- Commitment – Leadership support, involvement and prioritisation of the work needed to embed the Social Way 3.0
- Capacity and capability – The existence of appropriate skills and resourcing
- Co-ordination – Robust project management and planning skills
- Cross-functional – Working and engagement through SPMCs
- Clarity – Clear alignment across sites, business units and the Group level.

The Social Way 3.0 is also following a path of continuous improvement in line with industry best practices and standards.

While many of the GISTM requirements are already part of the Social Way 3.0, in order to understand whether GISTM addressed any areas that were not adequately covered in Social Way 3.0, we conducted a gap analysis in 2021. To address gaps that were identified, in early 2022, we then

updated the Social Way 3.0 Toolkit and Assurance Framework. For example, the comparison of GISTM and the Social Way found limited guidance for post-emergency recovery planning after a tailings incident. To close this gap, new guidance was released to the sites in 2022. (See more on GISTM on pages 66-67.)

In this way, in its third year of implementation, the Social Way 3.0 has continued to be a living and developing Policy, Toolkit and Assurance Framework that is able to adapt social performance to emerging best practices. We expect to be making similar updates and revisions each year going forward as part of our commitment to continuous improvement and to ensure our site teams have the supporting resources needed to effectively implement best practice in social performance.

### Measuring success

From 2015 to 2019, we reported compliance with the previous version of the Social Way as an indicator of performance levels across the Group. During the transition process, we report the progress of each operation in their implementation of the new management system. Therefore, the data for 2020–2022 is not comparable with that for 2019 and earlier as the basis for assessment represents a higher overall standard of performance given the more rigorous nature of Social Way 3.0.

At the end of 2022, 66% of Social Way 3.0 requirements were implemented. While we did not meet our goal of complete implementation of the Social Way 3.0 at all sites by the end of 2022, we continued to make significant progress. Although sites are assessed annually against all requirements applicable to their context, for consistency during the transition period this metric reflects performance against the Social Way foundational requirements.

#### **Providing Covid-19 resources and guidance**

The three-year implementation of the Social Way 3.0 coincided with the Covid-19 pandemic and our response both in the workplace and host communities. When the crisis hit in early 2020, we quickly developed detailed guidance to support our site teams in preparing community response plans. Via our Social Way website, we made our guidance publicly available regarding how to respond to the health emergency and how to safely continue to engage stakeholders.

In 2022, we continued to contribute to the ongoing global roll-out of Covid-19 vaccines across our operational footprint. We continued to focus on three phases of support – physical health, mental health, living with dignity and community response interventions. We worked in partnership with local governments and host communities to deploy testing and provide vaccine and booster access to our employees, contractors and host communities. We also mobilised resources to address ‘long Covid’ symptoms through community and remote support.

Supporting communities is a key pillar of WeCare, a global lives and livelihoods support programme that demonstrates our Purpose in action.

#### **Supporting jobs in our communities**

Our operations are often located in remote or rural areas with limited alternative economic activities and high levels of unemployment, particularly youth unemployment. Joblessness dominates many domestic policy agendas and is a frequently cited issue in community consultations. It also represents a major financial pressure on the fiscal resources of many countries in which we operate.

We seek to ensure residents in host communities have access to employment opportunities that will allow them to improve their standard of living and their livelihoods. The nature of mining, involving the stewardship of finite resources, means that transitions are an integral part of our work, especially with respect to mine closure. Creating off site non-mining-related job opportunities is also particularly important to address the long term trend of increasing labour productivity, leading to a requirement for fewer but higher skilled jobs.

The Thriving Communities pillar of our Sustainable Mining Plan includes a livelihoods stretch target to support five jobs off site for every job on site by 2030. We have an interim target to achieve three jobs off site for every job on site by 2025. The type

of off site job supported depends significantly on the local context and the economic opportunities that exist in a particular region. For example, for sites in Limpopo, South Africa, there may be more agriculture and tourism-related opportunities, while in Chile support is likely to be more focused on manufacturing or services. In areas which will continue to have significant mining activity into the future, jobs supported in mining-related business are still of great value. In general, we aim to support jobs in sectors with growth potential and, therefore, conduct spatial and value chain analyses as part of our Collaborative Regional Development (CRD) work.

By the end of 2022, we had supported 114,534 jobs through socio-economic development programmes since the launch of our Sustainable Mining Plan in 2018. In 2022, we supported 1.8 off site jobs (excluding induced jobs) for every on site job (2021: 1.8). Including induced jobs, we supported 6.5 off site jobs for every on site job (2021:6.9).

#### **Engaging our local communities**

Our Sustainable Mining Plan site-level local accountability goal has been incorporated into our Social Way stakeholder engagement requirements. While we have not achieved full compliance with the Sustainable Mining Plan target, all sites are in the process of establishing or strengthening their accountability mechanisms, such as community engagement forums, to ensure mechanisms are in place at local level for transparency and meaningful dialogue around impact management.

We recognise that the context for engagement and accountability differs across sites and is more challenging in some places than others. We are committed to taking the time needed and supporting sites to design and embed a holistic approach to strengthening accountability that is informed by their local context.

Accountability and engagement are a core element of our Social Way 3.0 approach. By having strong mechanisms in place for accountability, such as community engagement forums, we aim to build trust and mutual understanding with our communities based on their participation and oversight of our social performance work.

#### **Grievances and incidents**

We define a grievance as a complaint from an external stakeholder relating to the site, its policies, activities, real or perceived impacts, or the behaviour of its employees or contractors. Grievances are an expression of dissatisfaction with the company on the part of stakeholders.

Incidents with social consequences are the unwanted events related to site activities that have an adverse impact on the health and safety, economic welfare, personal and political security and/or cultural heritage of stakeholders. An incident with social consequences may arise from a site’s technical

failure or accident, or a failure to anticipate, prevent or mitigate an impact.

Our objective is to avoid incidents, but also to encourage stakeholders to raise their grievances or concerns with us in a free and open manner. Because of this, while we keep a track of the number of grievances received, we do not use this as a performance indicator. An increase in the number of grievances may reflect greater confidence that grievances will be heard and acted upon. As a metric of performance, we prefer to focus on the number of actual incidents with social consequence. We rate the seriousness of incidents according to the consequences experienced by stakeholders, the most significant being Level 5.

As with safety and environment, we aim to have zero material (Level 4 or 5) actual incidents with social consequences and report against this target. With this focus on more material incidents, we can ensure that the right conversations happen at senior leadership forums to ensure that we avoid repeat occurrences and take corrective action where necessary.

During 2022, our sites have been in the process of migrating their grievance and incident reporting to an integrated data management system. This system will allow for improved tracking, analysis and management of grievances and incidents. Once this transition is completed, we will be able to report more granular data on the different types of grievances received and recurring themes from grievances.

#### **Next steps**

Our priority for 2023 is to build on the solid progress made so far with our transition to Social Way 3.0 and to complete implementation at all sites.

We will continue to deploy the tools and systems that allow our operations to identify, manage and reduce their impacts and to measure and track the outcomes of their work. This will include further work on mapping and building the skills of our dedicated social performance teams and non-specialists to embed the important progress already made.

In 2023, our socio-economic development programmes will continue to focus on our Thriving Communities pillars of education, health and well-being, and livelihoods, among other areas.

At the Group, site and community level, we remain committed to our programmes and long term targets under the Sustainable Mining Plan.

# Cultural heritage

We have a duty of respect and stewardship for the cultural heritage of host communities. Requirements for Cultural Heritage management are built into our Social Way 3.0 policy and toolkit and sites are assessed on their cultural heritage management annually through the Social Way 3.0 assurance process.

## Our approach to cultural heritage

We believe it is of utmost importance to preserve and protect the cultural heritage of host communities. As we create shared benefit from resource development, we aim to proactively manage any potentially adverse impacts that our activities may cause. We do this across our operations, working with custodians of the land on which we operate, to ensure that we respect their cultural heritage.

Our cultural heritage performance expectations are included in the Social Way 3.0 Policy and in a dedicated chapter in the Social Way 3.0 Toolkit, as well as in the SHE Policy and SHE Way V.2. (See more on page 52.)

## Aligning with international good practice

We are committed to following internationally recognised standards of good practice. Our sites are required to identify and manage cultural heritage resources through ongoing consultation with our stakeholders. This outreach also informs our site planning and decision making, allowing us to design our systems to protect the tangible and intangible assets that stakeholders value, as well as those that are protected by host country legislation.

## Cultural heritage and Social Way 3.0

Each of our sites is required to identify, assess and manage any adverse impacts on cultural heritage, throughout the asset lifecycle. To do this, they develop and implement a cultural heritage management plan. At a minimum, this plan must comply with national regulations and align with International Finance Corporation (IFC) Performance Standard 8 on Cultural Heritage. They are also required to put in place a chance-find procedure, in case a previously unknown heritage resource is encountered. To provide a check point against our requirements, we engage annual third-party assessments.

Our commitment to respect human rights includes recognising our stakeholders' right of access to and enjoyment of cultural heritage. We work with our local communities to identify heritage resources of value to them, to truly understand what is appropriate and incorporate this into our management plans.

We follow the same approach in respect of our discovery (exploration) projects and, where applicable, we will agree a framework with the relevant custodians of cultural heritage to assist with the exploration work and to identify, assess and manage any adverse impacts, as we do at our mining sites.

## Activities in 2022

We develop and apply technology to help us ensure cultural heritage is supported in every aspect of our work. In 2022, we continued to pilot a tool at our PGMs sites to help us better assess and manage cultural heritage risks and impacts, as part of the revised management system software that we are deploying. This software also allows for the geographic information system (GIS) mapping of cultural heritage sites. We will take learnings from this pilot trial to look at how we can apply this more widely across the Group.

In the third year of the transition to Social Way 3.0, we delivered cultural heritage training to more than 259 people across our operations. This included capacity development on approaches to managing cultural heritage, aligned to the Social Way 3.0 and SHE Way V.2, and technical training on risk and impact mitigation. The training approach includes case studies from within our operations to pass on lessons about what we have done right in the past and where we can do better.

We also had a Social Performance Community of Practice dedicated to discussing management of intangible cultural heritage. Teams from across our sites were invited to share their perspectives and experiences on intangible cultural heritage – exploring what we understand by it and examining how our approaches to intangible heritage can have significant consequences for our relationships with affected communities.

## Next steps

In 2023, we will focus on completing this transition across all sites while continuing to build the body of learning and sharing of good practice around cultural heritage management. We will also be looking at how we can further roll out the GIS mapping system in use at our PGMs business to enhance our baseline information on all cultural heritage.



In Australia, Anglo American continues to work with traditional owners and other groups in helping to safeguard their cultural heritage. Featured is local artist James Waterton, who was commissioned by our Steelmaking Coal business to produce a piece of art to commemorate tree planting at our Dawson mine.

# Collaborative regional development

Through our innovative Collaborative Regional Development approach, we act as ‘a development partner that also happens to mine’. We use this mindset to improve lives by creating truly thriving communities that endure and prosper well beyond our presence.

In 2022, we continued to partner in this work with governments, communities, other private sector companies, academia, financial development institutions and NGOs. The scale that can be achieved through this model has transformed the extent of socio-economic benefits derived by stakeholders.

## Our approach to Collaborative Regional Development Catalysing independent, scalable, sustainable opportunities

We recognise that host communities face diverse and complex challenges today, from the lingering effects of Covid-19 to the longer term socio-economic disruption of workplace automation. Through our approach to Collaborative Regional Development (CRD), we aim to work together with society as a whole — including government, NGOs and other businesses — to address these issues comprehensively and in ways that can be accurately measured, analysed and replicated across our operating footprint.

As an integral part of our Sustainable Mining Plan and in line with our Purpose, CRD addresses these needs by providing a partnership-based model designed to catalyse scalable and sustainable regional development in every geography where we have operations. Aligned with our Social Way 3.0 and SHE Way, our approach includes building CRD into our future mining operations at the earliest stages of planning.

CRD uses a rigorous six-phased business-minded approach that is predicated upon engagement, data collection and analysis, and collaboration:

- Spatial and economic analysis
- Identifying opportunities
- Planning and partnership development
- Implementation
- Scaling
- Impact and evaluation.

This approach combines deep listening and engagement in our communities while applying innovation — using tools such as spatial analysis to understand the untapped potential of these regions. It allows for a consistent approach and follow-through that enables the scaling of projects, the accurate measurement of social impacts and continued refinement.

Consistent with the shift in the way the Group views the end of a mine’s operational life, the CRD team is also beginning to explore the potential for concurrent land use to better prepare during operations for the post-production phase. (See more on our approach to responsible mine closure on pages 32–33.)

Ultimately, our ability to stimulate regional growth and support resilient economies through effective partnership and collaboration contributes to our commitment to build thriving communities. It creates a strong foundation of stakeholder trust and helps us to maintain our position as a leading regional development partner.

## Creating a platform for true and honest development

Our CRD initiatives are designed to provide long term job opportunities in communities independent of our mines, so they can prosper when an operation reaches the end of its lifecycle. We work with our partners to develop diverse new businesses to fuel these opportunities. We also invest in healthcare, education and institutional capacity development, essential for communities to be able to embrace new opportunities. And we seek both immediate solutions to pressing needs and long term social development.

The results should represent a win-win for all stakeholders. It makes Anglo American a partner of choice, strengthens goodwill around our operations, and ultimately ensures future markets for our products and a skilled and motivated workforce for our business.

Joining forces with other stakeholders has enabled opportunities that would have been impossible for us to achieve alone. Collaboration helps to foster trust through partnership, supported by openness to co-operation and guidance. As a reflection of these efforts, many of our CRD partners have begun to perceive Anglo American as ‘a development partner that also happens to mine’, a mindset we have embraced.

## Activities in 2022

We remained committed to our CRD agenda from the level of the Board and chief executive down to individual sites. We continue to view these projects as a collective commitment requiring consistent dedication of attention and resources over a timespan of several years, even decades.

## Respecting and incorporating the local context

As can be seen below, there are also important local contextual differences in how we implement CRD. For example, our engagements in South Africa have been considerably different than those in South America.

## South Africa

In Limpopo province, we continued to implement several initiatives with our partners to build and increase capacity in areas such as social and economic development, education, health and the environment.

For example, we are funding integrated development planning for local and regional municipalities in the region. In 2022, we sought to make the collaboration partnership a national movement, based on the positive results from the initial experience in Limpopo. We also endeavoured to sign up as many corporate partners as possible to ensure that by working together we can allocate funding for our stakeholders in government and local communities in an efficient manner.

During the year, we continued the roll-out of our Impact Catalyst in the Northern Cape region. As our work there is less mature than that in Limpopo, following a July 2021 launch we are ensuring we incorporate lessons learned to date. For example, we have engaged three other mining businesses to join the partnership at a much earlier stage and are also

trying to unlock agency funding to ensure that the available resources match our level of ambition. While many projects are still at the stage of ideation and development, some are closer to implementation, and we see the opportunity to expand exponentially.

## Botswana

In Botswana, we previously undertook a CRD spatial analysis which identified opportunities in dryland agriculture, tourism, renewable energy and the circular economy. The Debswana team conducted several workshops in late 2022 with external stakeholders to disseminate the findings and test appetite for establishing a CRD platform. While there was interest, no formal commitments have been made to date.

## South America

Our focus for South America in 2022 was to continue the roll-out of CRD programmes in host regions.

We made further progress on the implementation of Moquegua Crece in Peru alongside our key platform partners: the Regional Government of Moquegua; Mitsubishi Corporation; M.C. Inversiones Perú (MCIP); and the International Finance Corporation (IFC), a member of the World Bank Group; and supported by Engie Peru and Forest Trends. This culminated in December 2022 with the constitution of an association that is responsible for the activities of Moquegua Crece. In Chile and Brazil, we continued with the implementation of CRD pilots and engaged with relevant stakeholders and potential platform partners.

## United Kingdom

We have continued to progress our CRD programme in and around North Yorkshire and Teesside, England, the location of our Woodsmith polyhalite project (Crop Nutrients). We have worked closely with regional partners to support the development of identified regional growth sectors, including the establishment of a cyber security network and a bio-economy business support programme. Our capacity building initiatives have engaged over 250 people, which resulted in the creation of 27 new businesses and 51 people moving into employment. In addition, we have participated in education activities and events focused on promoting STEM careers that have engaged almost 9,000 young people. We will continue work with local secondary schools in 2023 and launch a programme aimed at helping disadvantaged young people to achieve their potential.

### Understanding and addressing the challenges of CRD

As we continue to push our case in driving development, we are also working to ensure that we fully understand and address the challenges associated with this process. This requires us to consider business planning alongside the concerns and needs of our stakeholders. For example, CRD needs to be an early consideration in the life of the mine, so that our stakeholders are able to assist us with identifying sustainable development opportunities. If this is not achieved, it may result in a social transition that starts too late to mitigate the potential negative impact of the end of a mine's operations. The consequent losses in direct and indirect employment could be significant for host communities.

We also believe that it is important to demonstrate and recognise the impact of CRD through robust indicators. During the year, we worked to identify meaningful metrics that we can use to measure and evaluate progress for our partnerships. One challenge is that many of these indicators can often be limited to a specific region or programme, such as savings in terms of costs and lives for healthcare.

An example of the type of metric we are pursuing is the use of co-funding as a measure of whether a partnership is sustainable. We are also investigating metrics that would measure economic diversification and resilience. However, as these would be lagging indicators by definition, they would still need to be supplemented.

One of the wider social indicators that we are looking at is the Social Progress Index, which is published by the non-profit Social Progress Imperative. It measures the well-being of a society by observing social and environmental outcomes directly rather than the economic factors. The social and environmental factors include wellness (health, shelter and sanitation), equality, inclusion, sustainability and personal freedom and safety. We are working to incorporate such a metric for a region of South Africa for the first time.

### Increasing cross-sectoral collaboration

As an extension of our 'being a development partner that also happens to mine' mindset, our CRD team aims to enhance cross-sectoral partnerships between the business community, governments and NGOs. This ultimately enables us to gain greater understanding and build more mature relationships.

As an example of the kind of results that these efforts can achieve, in September 2022, Anglo American and the Anglo American Foundation announced a joint pledge of \$15 million to support the Global Fund for AIDS, TB and Malaria as the anchor partner for the Digital Health Impact Accelerator Catalytic Fund. (See more on our health initiatives on pages 29–30.)

“As an anchor partner of the accelerator, we will help facilitate the strengthening of community health systems and their resilience to respond to future pandemics and health-related shocks. This initiative is aligned with our focus as a company, and that of the Anglo American Foundation and its focus on building strategic partnerships to achieve impact.

Achieving good health and well-being requires us to strengthen the quality of community health systems collectively, while also promoting the resilience of health systems in host communities and the countries where we operate.”

**Dr Alexandra Plowright**  
Lead for Community Health and Well-being at Anglo American

### Community health and well-being

Our approach to community health is informed by technical normative guidance and investment targeting that is aligned to the World Health Organization's (WHO's) approach to community health, which is a whole of society approach to health. Community health programmes involve, but extend beyond, our workforce and their dependants to support the wider community, which means that targeted individuals do not necessarily have a connection to Anglo American, as these initiatives view our communities holistically and strive to achieve equitable access.

A robust process of prioritisation of relevant SDG 3 sub-goals was undertaken in each host community and three priorities per community were identified. By the end of 2021, strategies were developed, and relevant programmes put in place to support the improvement of the associated health outcomes linked to the SDG 3 priorities. This allowed us to meet our 2022 target of having baselines established and strategies in place at every site. We continue to review, assess and monitor our pathways to delivering on this commitment.

(See more on these initiatives on page 30.)

Gabriela Condori Chambilla, from local grant winners Maricultura Las Brisas, at the Agro-Industrial fishing fair held in Ilo (Moquegua Region) organised by the Peruvian government.



### Sharing lessons learned from the Impact Catalyst programme

In June 2022, the Development Partner Institute (DPI), an international coalition of ambitious leaders from across the global mining ecosystem, shared lessons learned from the partners of our Impact Catalyst programme in South Africa. Notably, Mark Cutifani, the ex-chief executive of Anglo American, joined the board of directors of the DPI in October 2022.

Anglo American is implementing this cross-sectoral, multi-stakeholder development initiative in partnership with the South African Council of Scientific and Industrial Research, Exxaro, Zutari, World Vision South Africa, the Industrial Development Corporation of South Africa, the Mine Water Coordinating Body of South Africa, and the Government of South Africa.

The initiative designs and delivers large-scale socio-economic development projects in three provinces of South Africa: Limpopo, Mpumalanga and the Northern Cape. Inspired by the Collective Impact Model, the Impact Catalyst has created a unique approach to development partnership using the mining sector as the anchor for broad-based regional development. Unlike traditional partnership or collaborative approaches, the Impact Catalyst is underpinned by a long term commitment between various organisations all working towards a common goal.

Leveraging the expertise, skills, networks and resources of each partner, the Impact Catalyst is able to focus on multiple sectors and design public-private initiatives aligned with the provinces' and municipalities' own Integrated Development Plans.

Active programmes include Community Orientated Primary Healthcare in Limpopo, the Mpumalanga Winter Wheat Pilot and the Rustenburg Fresh Produce Market.

The initiative draws down on a variety of funding streams, including seed funding, project-specific funds, and grants. This has contributed to the growth of the Impact Catalyst's team, which is structured along the value chain: strategic planning and ideation, operations, and communications and marketing. Where needed, experts and implementation partners are brought in to support delivery.

Incorporating the lessons learned in South Africa, Anglo American is working to replicate the Impact Catalyst model with local and international partners in Brazil, Chile and Peru.

— For more information  
Visit <https://bit.ly/3yhhzIX>

### Next steps

A major focus of our CRD efforts in 2023 will be to establish and formalise our CRD platforms as we have elsewhere in countries where we have recently conducted planning and analysis, including Brazil and Chile. We have learned the need to lay solid foundations with key partners to build the sustainability of the partnership platforms as well as to reassure additional potential partners.

An integrated approach based on partnership with local community members, NGOs, business, research and government is required to make lasting change. For the more well established partnerships platforms such as the Impact Catalyst in South Africa, where we now have three provincial chapters, in 2023 the focus will be on improving the efficiency of governance of the platform given its growth. In addition, we will be improving the reporting to the funders of each project.

# Development through partnerships

We recognise that living our Values and achieving our Purpose of re-imagining mining to improve people's lives requires us to be innovative, inclusive and ambitious in our support for host communities.

Our continued support of the Anglo American Foundation and our global education programmes are good examples of our partnerships focused approach to delivering our Thriving Community goals.

## Our approach to development through partnerships The Anglo American Foundation

The Anglo American Foundation consists of independent charities registered in the UK and South Africa and is focused on accelerating progress towards the United Nations Sustainable Development Goals (UN SDGs). It was formed in 2018–19 through the operational merger of our longstanding South Africa-based Chairman's Fund and our UK-based Group Foundation. Consistent with the new mission that the Foundation articulated in 2022 of empowering youth to create sustainable and inclusive communities, through catalysing green value chains and building resilience, its strategy re-emphasises the need to work in partnerships.

A rapidly expanding corporate fund in the field of long term socio-economic development, the Foundation is built on the same principles as Anglo American's Purpose. It is governed by a Board of Trustees that is currently chaired by Anik Michaud, our Group director – corporate relations and sustainable impact.

In addition to providing regular financing for the Foundation, in August 2021 Anglo American made a special donation of \$100 million to fund the causes supported by the Foundation. The donation materially assisted the Foundation in thinking 'bigger picture', allowing it to scale up and become a strategic grant-maker focused on long term system-level change. It also boosted the Foundation's ability to respond to wider world crisis situations such as civic unrest in South Africa and, more recently in Ukraine – where, in each case, the Foundation provided material assistance through grants, as well as encouraging employee match funding.

“Partnerships are critical for the Anglo American Foundation and crucial to its ability to catalyse change through funding, expertise and networks.”

By forming partnerships and strategic alliances with non-profit, public and private organisations, and through leveraging the time and expertise of Anglo American's employees, the Foundation supports a wide range of initiatives. In these endeavours, it is assisted by Anglo American's Ambassadors for Good, who work voluntarily and unpaid.

## Our global education programmes

Part of the Thriving Communities pillar of our Sustainable Mining Plan, we aim to drive systemic and long term gains through our education goals. We believe that education is essential to address the triple evils of poverty, inequality and unemployment because it increases students' abilities to access economic and employment opportunities while preparing them with the skills for the future.

Our vision in education is for all children in host communities to have access to excellent education and training. We have established targets of helping schools in host communities to perform within the top 30% of state schools nationally by 2025 and within the top 20% by 2030. To achieve these targets, we are delivering programmes through partnerships and collaboration with governments, multilateral development agencies, NGOs, trade unions, other companies and host communities.

Ensuring that all children in Anglo American's host communities have access to quality education and training is an essential gateway to tertiary education and will ultimately help to create positive outcomes by increasing the employability of young people throughout their working lives. These programmes also apply a measurement and evaluation approach to track their outcomes and impact against a set of specific targets aligned with our Sustainable Mining Plan.

Our education programmes focus primarily on eight countries: South Africa, Zimbabwe, Brazil, Chile, Peru, the UK, Australia and Canada. We are also exploring programmes for Botswana and Namibia as part of De Beers' Building Forever goals. The largest portfolios are in South Africa and South America, where we support more than 600 schools. The size of each programme depends on the specific needs and educational gaps in a host community.

The programmes focus on education in the Science, Technology, Engineering and Maths (STEM) disciplines, as well as broader components such as infrastructure, early childhood development support, educator development, leadership support, government capacity building, parental engagement, sport wellness and career guidance. They also approach the core component of connectivity as a basic human need, working to embed information and communication technology (ICT) so that all schools can access and participate in modern educational formats.

All programmes are aligned with the Group's public commitments outlined in the Sustainable Mining Plan and measured against specific targets designed to meet needs articulated by key stakeholders, including: government ministries and education departments at national, provincial, district and local levels; the schools that participate in the programmes and their administrative personnel; students, parents and communities; teachers and unions; and various service providers, contractors and sub-contractors. We continue to review, assess and monitor our pathways to delivering on this commitment.

## Activities in 2022

### Evolving the strategy of the Anglo American Foundation

Catalysed by the unprecedented donation from Anglo American, the Foundation worked with stakeholders during the year to further define an ambitious and impactful strategy and programmatic portfolio. These efforts involved reassessing its strategic priorities to consider wider sustainable development

topics and building further independence as a charity, with its own clearly defined strategy but leveraging the experience and knowledge of Anglo American.

Youth unemployment is a clear challenge in all countries of Anglo American's operations. The Foundation has decided to take a demand-led approach and focus on direct and indirect job creation in green value chains. At the same time, it aims to build resilience among young people to thrive in those roles, through addressing enabling health factors of gender based violence, sexual and reproductive health, and mental wellness. It will also work to build voice and agency through increasing youth participation, engagement and influence.

As part of the strategy review process, the Foundation sought expert input to detail and refine its approach, including conducting interviews with expert organisations and relevant stakeholders, as well as engaging in extensive desk and expert research and analysis. In addition, it held workshops in the pilot markets of South Africa and Peru, which aimed to validate its understanding of the challenges and potential areas where the Foundation could add value.

To measure the Foundation's overall impact against its new mission, it will define clear indicators and a robust monitoring and evaluation approach.

Overall, the Foundation's grant-making activities continued to move towards strategic partnerships with implementing organisations and other partners. This allowed it to access specialist partners to maximise the social impact of its investments. In 2022, the Foundation's financial giving helped support over 150,000\* beneficiaries globally.

**\$24.6 million**  
2022 total grant portfolio

**\$18.1 million**  
new grants approved in 2022

\* This figure does not include the support provided for the Ukraine donations to the Disasters Emergency Committee and the Salvation Army.

In March 2022, the Foundation made a \$5 million charitable donation to support the ongoing humanitarian relief work in Ukraine of the Salvation Army and Disasters Emergency Committee. The Foundation also matched donations made by the Group's employees to these charities, up to £1,000 per person per year, through our Employee Match Funding scheme, which is open to all permanent employees across Anglo American.

In September 2022, the Anglo American Foundation also pledged \$7.5 million as part of a \$15 million joint pledge with Anglo American in support of the Global Fund to end HIV/AIDS, tuberculosis and malaria and build resilient systems for health and pandemic preparedness. (See more about this pledge on page 78.)

Ambassadors for Good is Anglo American's skills-based employee volunteering programme, funded by the Anglo American Foundation. Launched in 2018, the programme has expanded to become a global programme, covering most of the countries where we have an operational or corporate presence. Projects are nominated by Anglo American employees and span health, education, economic empowerment, good governance and environment. (See more on our Ambassadors for Good programme on page 38.)

#### Driving proactive education programmes

We continued to focus on implementing proactive education programmes that deliver measurable impacts and outcomes tailored to the unique needs of young learners in each host community. Two major areas of focus for our work during the year were on ICT infrastructure and child safeguarding.

>500,000  
learners

>500 schools  
supported across host communities

Our education programmes in South Africa and Chile are in their fifth year, while we launched the rest in 2021 and 2022.

#### South Africa

In South Africa, we launched the second phase of our education programme in partnership with the Department of Basic Education. This entailed doubling the programme's scope and commitment to improving educational outcomes to encompass more than 400,000 learners and 5,500 teachers at 194 schools and around 190 early child development centres within Anglo American's host communities in South Africa over the next five years.

Our ultimate target is for schools in host communities to perform within the top 20% of state schools nationally by 2030, consistent with the ambition of the Sustainable Mining Plan. To achieve this goal, the programme continues to focus on improving literacy, numeracy, mathematics and English levels by addressing some of the underlying reasons for poor education outcomes.

The second phase of the programme will also include investments to fund several key initiatives, including infrastructure upgrades, information and communication technology, learner and parent supporter initiatives, career guidance, nutrition and food gardens, after-school programmes and sporting activities in the selected schools.

#### Zimbabwe

In Zimbabwe, we launched the first phase of our education programme, which aims to provide improved and more equitable learning and transition outcomes for host communities in the Shurugwi district, near our Unki mine. The programme will ultimately support nearly 15,000 learners and hundreds of teachers. The first phase is currently under way at 21 schools and the second phase will expand the programme to an additional 19 schools, beginning in 2026.

The programme aims to increase the average pass rate for learners at the target schools by 25% by 2030. The target schools are currently at very different levels of performance. While all will improve, pushing many into the top government performing schools, some with the furthest to climb will also do significantly better.

#### Chile

In Chile, we cover 108 schools in the Metropolitana and Valparaiso regions through our education programmes.

Modelo Pionero supports more than 9,000 students and nearly 800 teachers and principals in total. It seeks to transform the pedagogical experiences and physical spaces of schools at all educational levels to empower children and young people to transform the world.

Aprendices Pioneros supports 200 students a year. It links students from vocational educational training (VET) with the world of work, so that they can enhance their future careers and add value to their economic environment. It is aimed at senior VET students in our areas of direct and indirect influence.

Preu Pioneros supports 220 students annually. It promotes access to higher education so that young people become professionals who transform communities and the country. It is aimed at junior and senior Vocational Education and Training (VET) and arts and sciences students in our areas of direct influence.

#### Brazil

In Brazil, we support 8,700 learners and more than 100 teachers at 50 schools in the states of Minas Gerais and

Goiás. Our programme in the country is aimed at addressing four major problems: low level of learning; unsuitable learning spaces; student physical and mental health; and lack of attractive subjects and classes.

Through a series of targeted interventions, we are working to improve teacher skills, create a more conducive environment for learning, increase digital literacy skills for both students and teachers, prepare students for exams, and ultimately improve learner performance.

#### Peru

In Peru, we support more than 120,000 students and 400 teachers and managers at 53 schools in Moquegua, the region near our Quellaveco mine.

The programme focuses on improving the infrastructure of schools and rebuilding them as flexible, innovative and connected learning spaces. By enhancing the link between school and community, the programme aims to ensure that students remain engaged in the educational experience and become globally connected citizens.

#### United Kingdom

In the UK, our Crop Nutrients Education Programme aims to equip disadvantaged students to achieve their potential by supporting their personal development, raising aspirations, and improving learning and attainment. It was developed in conjunction with key stakeholders, including schools, local education authorities and delivery partners.

The 10-year programme started with an initial three-year pilot period from September 2022. The core programme provides an immersive experience for disadvantaged learners at six pilot schools, who receive mentoring, trips and extracurricular activity. The pilot schools also receive a wider offer of support, including social and emotional learning workshops, for all year seven students and extracurricular activities for all disadvantaged year seven pupils.

After the pilot phase, the programme is intended to cover 13,000 students across the 18 state-funded secondary schools in Redcar and Cleveland and the Borough of Scarborough.

#### Canada

In Canada, we continued to implement our education programme in Gahcho Kué, which we launched in 2021. It supports more than 4,000 learners at 21 schools in host communities situated in the Northwest Territories around the Gahcho Kué mine, which are 280 kilometres from the provincial capital and accessed by air.

By 2030, we are targeting a 10% increase in completion of secondary school in the Northwest Territories (interim goal: 5% increase by 2025) and an 8% increase in post-secondary education completion. The programme also aims to demonstrate increasing trends in literacy levels in host communities and increase the number of returning educators

to the system. In 2022, we launched a programme as part of this initiative to support the Aurora College early childhood education programme, as well as early childhood education teacher development and provision in the region.

#### Australia

In Australia, we support more than 2,800 students and 200 teachers at eight schools and more than 470 children at seven early learning centres near our Moranbah, Grosvenor, Capcoal and Dawson operations in Queensland.

The focus has been on recruiting early childhood education professionals, promoting professional development among aspiring teacher leaders, supporting extracurricular growth that fosters the development of young people, and providing immersive post-school training centred around work in emerging fields for local graduates.

#### Next steps

In 2023, the Foundation will continue working to build capacity to deliver sustainable outcomes through partnerships that it cannot implement on its own. For example, it will partner with non-profit organisations to ensure programmes contribute to achieving the UN SDGs, including a more holistic approach to environmental impact.

The Foundation also aims to recruit two new external trustees. This will help it to build on the expertise and experience of its trustees and non-profit partners to be a leader in corporate philanthropy, working with and learning from global philanthropy sector peers to drive best practice in collaboration, innovation and evidenced impact.

The Foundation plans to continue to implement changes to its governance, operating and resourcing model. It aims to activate its new strategy in the pilot countries of South Africa and Peru, and to assess scale-up opportunities to the other countries included in the Foundation's geographic footprint. It will also consolidate the portfolio to prioritise programmes consistent with its newly articulated mission statement.

Our global education programmes will emphasise implementation and delivery of sustainable outcomes. This will include work on community schools, support for school leavers and livelihoods. They will also focus on older youths, skills for education and mental health.

In Botswana, we will also launch an education programme that will support a total of 54 schools, split into two phases of four years each. The focus areas will include literacy and numeracy in primary and secondary schools; maths and science to promote STEM participation; access to technological devices and resources; and digital literacy related to skills and the future of work.

# Connecting communities through education and technology

Embedding information and communications technology (ICT) is critical to ensuring that all children in host communities have access to excellent education and training. In 2022, we rolled out a comprehensive ICT programme at our 109 Anglo American South Africa schools and at 110 early childhood development centres around our mining operations in South Africa, to give thousands of learners and community members skills they need enter the digital job market.

## Empowering learners to participate in the digital future

The changing nature of work means that we need to take our communities with us as we upskill our employees to avoid creating a greater digital divide in terms of access to technology, that in turn deepens existing social inequalities. Education and skills development are critical for the achievement of our Thriving Communities targets that form part of our Sustainable Mining Plan, while increasing connectivity for schools improves digital access for whole communities.

Our new ICT programme in South Africa includes installing technology infrastructure and devices in all the schools participating in the programme in host communities in the Northern Cape, Limpopo and Mpumalanga. It forms part of the broader education programme that we are piloting in South Africa in partnership with JET Education Services, an independent, non-profit organisation.

We are also providing ICT courses and training to improve digital literacy and skills, a student engagement platform to support primary and secondary learners, and ongoing support to ensure the sustainability of the programme. To ensure the programme's sustainability, the implementation partners are working with the schools to ensure that they can continue driving this programme by themselves, without daily support.



"In South Africa, education has long been a key tool in the fight against poverty, inequality and unemployment. In a country where more than 12.5 million people are unemployed, we must give children the skills they need to survive, and thrive, in the so-called Fourth Industrial Revolution."

### Zaheera Soomar

Head of education and community skills at Anglo American

\$61 m

To be invested by 2027 to improve educational outcomes in South Africa

>380

Schools to be engaged by phase 2

## Social impact

The initiative is part of the Anglo American South Africa Education Programme, which aims to improve learners' educational outcomes and quality through addressing some of the underlying reasons for poor education outcomes by supporting school management teams, governing bodies, principals, and teaching staff.

In practice, this means providing each school with Wi-Fi connectivity, ensuring around 76,000 students have online access. Since February 2022, data use in the schools has risen approximately 20-fold and the average number of devices in use has grown by around eight times.

ICT educator training is currently under way for the 2,300 teachers at 109 schools who have received dedicated devices. This training, carried out in partnership with a local non-profit organisation, Edunova, focuses on basic end-user computing skills and promoting the use of technology in daily classroom teaching.

The ICT project is critical to providing the learning environment and tools needed to deliver on our ambitious learner-focused targets around essential numeracy and language, as well as provide older students with access to a worldwide set of materials to develop their interests in science, technology, engineering, and mathematics (STEM). This unlocks the ability for them to participate in the digital economy, while improved employment opportunities

and connectivity provide host communities with greater economic dynamism and diversification.

As the programme develops, we will be tracking key indicators of success. This includes the number of students who can access digital technology and the number of teachers who are trained in digital literacy. A key metric over the longer term will be access to post-schooling opportunities in ICT-related fields.

## Providing regular access to connected devices

Each of the 109 schools will receive two mobile trolleys that include a projector, smart screen, 45 devices (laptops in secondary schools and tablets in primary schools), and a Wi-Fi dongle. The trolleys will ensure every student has at least two hours with an internet-connected device every week. Each of our 110 early childhood development centres received four tablets.

Over and above the trolleys, dedicated IT labs will be installed in eight of the schools, thanks to the support of technology partners iMaster, Accenture and HCLTech. Between them, Accenture and HCL donated 155 desktop computers towards the initiative. iMaster will prepare the devices and set up the labs, as part of its CSR commitment.

A further 400 tablets have been given to 100 early childhood development centres for learning, play, and engagement.

— See more on [www.angloamerican.com/education](http://www.angloamerican.com/education)





Thousands of learners are being given the skills they will need to enter the digital job market from our rolling out an information and communications technology (ICT) programme in more than 100 schools around our South African operations.

# Trusted Corporate Leader



Develop trust with society, provide ethical value chains and improve accountability to the communities with which we work.

## Global stretch goals

-  Accountability
-  Policy advocacy
-  Ethical value chains

## Sustainable Development Goals



Kumba Iron Ore's Sishen mine has become one of the first mines in the world to launch its own radio station, which is designed to increase employee engagement and keep safety top of mind in and around its operations. Featured are communications officers Tshogofatso Loucas (foreground) and Tracey Vollmer.

# Trusted Corporate Leader

We are improving accountability by transforming the relationship between our mining operations, the communities where we operate, and wider society. We are part of an ethical value chain and provide products to our customers that are sourced responsibly, meeting the highest ethical and sustainability standards. We are proud to be advocates for what we believe is right and to work as partners to solve complex problems through our public policy engagement.

## Global stretch goals

## Milestones and targets

## Progress in 2022

## Material matters



### Local accountability

Transform the relationship between mines, communities and wider society.

- 2022:** Establish accountability forums at all mine sites.
- 2025:** High quality dialogue and programmes resulting from forums.
- 2030:** Establish open and accountable dialogue, leading to greater mutual trust.

While all sites are in the process of establishing or strengthening their accountability mechanisms, such as Community Engagement Forums at local level, 25% of sites did not meet the 2022 milestone and are still developing their strategy for strengthening local accountability. We recognise that the context for engagement and accountability differs across sites and is more challenging in some places than others. We are committed to taking the time needed to support sites to design and embed a holistic approach to strengthening accountability that is informed by their local context.

- Public policy engagement
- Social Performance
- Collaborative Regional Development



### National and international accountability

Transform the relationship between mines, communities, and wider society.

- 2022:** Governments and civil society agree to participate in stakeholder accountability forums, and agree benchmarks/indices and responsibilities.
- 2025:** Continued dialogue on reporting and responsibilities.
- 2030:** Recognition of benefits and challenges of responsible mining; a more consensual working relationship between Anglo American and society.

Our national and international accountability forums were established successfully, in line with our 2022 Sustainable Mining Plan (SMP) target. Chile and Peru have, however, deferred their target into 2023, owing to the political and social instability experienced in those countries.

- Public policy engagement



### Policy advocacy

Collaboratively take a lead on issues that effect our business and society's wider goals.

- 2021:** Finalise advocacy plans to support key sustainability issues. Provide university scholarships in good governance for stakeholders in regions where we operate.
- 2025:** Regular involvement in priority policy and governance debates.
- 2030:** Recognition of our leadership on policy advocacy. Strong levels of engagement in policy debates.

In pursuit of our 2025 SMP target, we continue to be involved in the debate on the most pressing issues facing society today, ranging from climate change to public health.

- Public policy engagement



### Ethical value chains

Support and reinforce positive human rights and sustainability outcomes through our value chains.

- 2022:** Half of operations to undergo third-party audits against responsible mine certification systems. Responsible sourcing standard fully implemented.
- 2025:** All operations to undergo third-party audits against responsible mine certification systems.

By 2022, we had met our SMP interim target of having half of our operations undergo third-party audits against recognised responsible mine certification systems and having our responsible sourcing standard fully implemented. We continue to work towards our 2025 target for audits of all operations.

- Ethical value chains
- Responsible and inclusive supply chain

## Other material matters

### Economic contribution

We remain committed to transparency around our social contributions and significant tax payments through proactive disclosure. We believe the enduring positive impact of our business – and the mining industry as a whole – can only be properly assessed by positively considering the total footprint of our contributions across the whole mining lifecycle.

# Public policy engagement

As a global leader in the mining industry, we are accountable to all of our stakeholders. We aim to be at the forefront of the pressing issues facing society today, ranging from climate change to public health. We are proud to be advocates for what we believe is right and to work as partners to solve complex problems through our public policy engagement.

## Our approach to public policy engagement

Our public policy engagement, like all our activities, is aligned with our Code of Conduct. A set of internal guidelines also helps us to monitor and respond to society's expectations and demands.

### Government relations

The parameters for our engagement with governments are covered by our Code of Conduct. Our Government Relations team advises on and monitors our government relations centrally. It is also involved in the annual government relations planning exercises carried out by our teams locally at a country level.

This is the process by which we seek to understand how our business is impacted by the political environment and what host governments expect of us and our role in society.

### Tax policies

Our public Group Tax Strategy is approved by the Board and is built upon the pillars of Compliance, Responsibility and Transparency. As well as acting responsibly in our tax compliance affairs, the strategy is clear that we are transparent about them, and proactively engage in public policy advocacy to create shared benefit.

Our annual Tax and Economic Contribution Report (and country-by-country corporate tax reports) have been compliant with Global Reporting Initiative Standard 207, since 2020, and the data and bases of preparation of our Tax and Economic Contribution Report are now aligned with and released on the same day as this Sustainability Report.

Our priority engagement areas relate to multilateral corporate tax reforms, mining specific tax reforms, tax morale, and tax measures designed to support decarbonisation. Our Group tax strategy is closely aligned with the Responsible Tax Principles of the BTeam, a not-for-profit initiative that aims to encourage a better way of doing business, and we endorse the Business

at OECD Best Practices for engaging with tax administrations in developing countries.

— For more details on our tax contributions, our public policy positions, and how these contribute to the Sustainable Mining Plan See our [Tax and Economic Contribution Report 2022](#)

### Political donations

In accordance with our Code of Conduct, we do not make political donations or donations that could be perceived as such, either directly or through third parties.

### Partnering against corruption

We are signatories to the World Economic Forum's Partnering Against Corruption Initiative, joining global businesses in a commitment to zero tolerance of corruption in any form. We are also a Board member of the Extractive Industries Transparency Initiative (EITI).

## Activities in 2022

### Advocating for effective policy

To ensure that we live our Values, our policy advocacy focused on subjects that are broadly in line with the Trusted Corporate Leader pillar of our Sustainable Mining Plan. This includes the commitment to maintain an ethical value chain, which encompasses our decarbonisation ambitions.

### UN Sustainable Development Goals (SDGs)

As part of our ongoing series of SDG accountability dialogues in the countries where we operate, in November 2022, we held a summit in South Africa focusing on SDG16: Peace, Justice and Strong Institutions.

At the event, we consulted with external stakeholders – including local and national governments, NGOs, universities and other groups – about how we measure our contribution to the SDGs and to assess the potential for partnership. The SDG accountability dialogues help build a two-way accountability where we can share our opportunities for learning and

collaboration with our stakeholders and hold each other accountable to targets and commitments.

We have also participated in the UN Global Compact Young SDG Innovators, a nine-month programme aimed at connecting the world's business leaders, policymakers, civil society and academia to take action on the SDGs. In South Africa, we had our 3rd cohort of participants, with UK and Brazil participating for the 2nd year.

“In 2022, we encouraged discussions about the role of responsible mining for critical minerals, as recycling alone will be unable to meet the needs of a low carbon economy.”

### Combating climate change

We are a founding sponsor of the World Bank's Climate Smart Mining Initiative, which aims to support the application of a climate-smart approach to mining, especially in resource-rich developing countries.

Our public policy engagement covers a range of issues, including the transition to a low carbon economy and, therefore, climate change. This is particularly so in relation to the increased public discourse on the role of critical minerals for the low carbon transition, the circular economy and the hydrogen economy, but also in discussions about post-pandemic recovery.

To deliver on our climate change commitments, we worked to further refine our thinking on how to reduce the Scope 3 emissions in our value chain by 50% by 2040 and develop a high-level pathway. We also focused on resilience to the physical implications of climate change for our operations, host communities and value chains and our approach to tackling this. Our 2022 Climate Change Report, developed in line with the Taskforce for Climate-related Financial Disclosures and Climate Action 100+ reporting methodologies, details this ongoing work further. (See more in the COP27 case study on page 85.)

### Industry associations

We expect the same standards of behaviour from the industry associations of which we are a member as we would from any other organisation with which we partner. Being a member of industry associations is a way of ensuring that our voice is heard, while staying informed about relevant developments. In addition, through membership in national industry associations, our local business units can, where appropriate, engage directly in relevant policy discussions as part of a collective dialogue with government.

Understanding the importance of transparency and independence, each year, we provide best-practice disclosure

of all of our industry association memberships on our Policy Influence website. We list and provide a rationale for all memberships, denote where we have a leadership position, and disclose our annual financial contributions. The website features options for stakeholders to contact us directly or through YourVoice about any concerns related to our industry association memberships. In 2022, there were no such concerns received.

We also follow a biennial process to review any differences between our policy positions and those of organisations of which we are a member in the areas of climate change and human rights.

Preparing for this process included updating and tightening our policy positions against which we test our memberships to make them more focused and ensure that they remain consistent with our climate ambitions. The results of the most recent review conducted have been published alongside this report in our Industry Association Review.

### Engaging in dialogue about critical raw materials

During the year, we continued to engage in discussions about the role of responsible mining for critical minerals, as part of a global discussion about critical and strategic minerals. The mining industry is essential for delivering these raw materials and this entails a deep level of responsibility for mining companies.

We believe participation in recognised, independent assurance programmes such as IRMA promotes transparency and best practices, and sends an important message to our stakeholders about our commitment to openness on these issues. It helps us build relationships with customers who are placing ever greater importance on assurance and traceability of minerals and metals.

We also believe that participating in forums that bring together industry, governments and civil society allows us to contribute positively to the global dialogue. In 2022, we played an active role in two workshops about critical raw materials at the UN General Assembly in New York in September; one with representatives of government; and a broader one with members of civil society. We also engaged with the 2022 United Nations Climate Change Conference (COP27) in Sharm El-Sheikh, Egypt, in November. (See case study on page 85.)

### Reinforcing our tax strategy

We continued to strive to be a global leader in tax transparency, publishing country-by-country tax data and enhancing our tax governance procedures. Our transparent reporting of the Anglo American Tax Strategy and Group Values has been recognised with a 100% score for tax reporting within the Dow Jones Sustainability Index 2022, where the Group scored 79 out of 100, putting us in the top 10% S&P Global ESG score. In addition, we are partnering with Transparency International on a toolkit for Open Business and supporting its associate CorruptionWatch in South Africa.

We also continue to take part in discussion forums with a wide range of stakeholders and industry bodies that aim to expand the participation in best-practice tax reporting principles.

### Supporting a hydrogen economy

The development of a hydrogen economy represents one of the key solutions for the decarbonisation of fossil-fuel-intensive industries, including steel and transportation. For Anglo American, diesel used for vehicles and equipment, as well as transportation in our value and supply chains, is a major contributor to GHGs. To help us meet our climate ambitions, we are developing hydrogen solutions, such as our nuGen™ ZEHS and the related supporting infrastructure.

Anglo American is engaging with stakeholders in the hydrogen ecosystem around the world. In 2022, we continued to work with partners in government and the power sector in southern Africa on a renewable energy ecosystem. This initiative envisages the development of a hydrogen supply infrastructure as part of a multi-factor solution that also includes solar and wind. (See more on page 58.)

We are a member of various relevant interest groups promoting the hydrogen economy, as well as a founding and Board member of the global CEO-led initiative, the Hydrogen Council. We consult in a transparent manner with governments and civil society in Europe, southern Africa, South America, North America and the UK, as well as through multilateral organisations and industry groups.

### Engaging with NGOs

Throughout the year, we continued to actively engage with NGOs to build trust, gain a better understanding of external perspectives and have a positive impact on people in the communities where we operate. These engagements take place at various levels. Engagements include one-on-one conversations (including with the chief executive and members of the GMC), various multi-stakeholder initiatives and partnerships, addresses at civil society gatherings, and open and ongoing dialogue on tax transparency and responsible mining practices.

For example, as a member of the EITI board, we encouraged broader global participation and sought to build confidence with stakeholders through the engagement process. In southern Africa, we have been working with the Alternative Mining Indaba, the ICMM, and the Minerals Council South Africa to facilitate regular and sustained dialogue between the mining sector and civil society. We also participate in the global Mining and Faith Reflections Initiative and the South African multi-faith 'courageous conversations' initiative, where various social partners work together to address critical stakeholder concerns, including the Just Transition and enhancing trust in community engagement.

We also have a long-standing relationship with the Institute for Human Rights and Business (IHRB), whom we regularly

consult on our approach to human rights, our policies, and more recently on our role in the global transition to a low carbon economy. We have sought to push beyond compliance to a more proactive advocacy role through a global business integrity programme that we launched in November with Transparency International at the International Mining and Resources Conference (IMARC) in Sydney. Other examples of our engagement with NGOs include partnering with Transparency International on a toolkit for Open Business, supporting Corruption Watch in South Africa on its sustainable mining programme, engaging with the Organisation for Economic Co-operation and Development (OECD) in its Trust in Business Programme, and our ongoing strategic partnership with Fauna & Flora International.

### Ethics and transparency

Through our internal Ethics Transparency and Accountability Working Group (ETAWG), we worked to cross-reference best practice and assess our approach and performance in relevant areas of responsible corporate behaviour.

In 2022 the ETAWG agenda included discussion on our policy commitments and performance across a number of issues such as climate change, supply chain, HR policies, human rights, gender equality, beneficial ownership and contract transparency.

Recognising that the Trusted Corporate Leader pillar of our Sustainable Mining Plan entails maintaining excellence in what we do, so that we can engage in effective advocacy, we continued to measure our performance through regular third-party monitoring. This independent and transparent feedback helps us to evaluate the effectiveness of our activities and policies, as well as to build trust in our ability to deliver on our commitments.

### Next steps

We will continue to engage on issues of public policy in a transparent and collaborative way in 2023 to ensure we live our Values. We will promote public policy priorities such as action on climate change, including advancing the circular economy and hydrogen technology. We will also talk to local communities about how we can work in partnership to achieve SDGs. Our work on SDG accountability dialogues is planned for expansion into new territories, with events planned in Chile and Peru in 2023.

In addition, we will focus on capability building to ensure that we have pockets of competence in areas where we need to have an impact. We will continue to engage on the critical raw materials framework as it evolves and expands as a platform to advocate for sustainable mining, including ensuring a Just Transition. We will also continue to work with Transparency International's business integrity initiative, which we are supporting through the Anglo American Foundation.

### Case study



Group director – management board in South Africa, Nolitha Fakude, in the South African Pavilion at the COP27 climate change conference held in Sharm El-Sheikh, Egypt in November 2022.

## Anglo American senior management participates in landmark COP27 conference

The ambition of the 2022 United Nations Climate Change Conference (COP27) held in Sharm El-Sheikh, Egypt, in November, was to be the 'implementation COP' focused on the delivery of agreements made by countries at previous conferences. In this context, especially with the significance of this being a COP held in Africa, Anglo American chose to participate to play a policy advocacy role.

Our team at COP27 was led by the Group director – management board in South Africa, Nolitha Fakude, and the CEO of our Bulk Commodities business, Themba Mkhwanazi. During the conference, we focused on three main topics: the role of critical minerals in the low carbon transition, the application of hydrogen in this process, and ensuring a Just Transition in the coming years.

We contributed to debates on each of these topics, sharing our own experiences, and we had the opportunity to listen and learn from others. We were also pleased to be invited to contribute to discussions by the British government, the Carbon Trust, the World Bank Group, the International Finance Corporation and the International Labour Organization, among others.

>190

Country delegations in attendance at COP27

"South Africa has a unique opportunity to take its rightful place in the development of the globe's low-carbon economy and the drive for a Just Energy Transition. Together, our task is to secure the future for the generations to come: a future where economic growth is inclusive and truly sustainable."

**Themba Mkhwanazi**  
CEO, Bulk Commodities – Anglo American

We believe that role of business in delivering a low carbon future means that there must be a strong, positive business voice in policy discussions about climate change. The periphery of the COP process also provides the ideal platform for this positive engagement and allows us the opportunity to share with peers and a wide range of stakeholders on this topic.

— See more on [www.angloamerican.com](http://www.angloamerican.com)

# Ethical value chains

Increased consumer awareness about sustainability is driving growing demand for responsibly sourced products. Mining and metals are no exception to this trend. To demonstrate the high standards to which we operate, we have been at the forefront of developing and adopting some of the most trusted sustainability certification programmes for the mining sector, including IRMA and the Responsible Jewellery Council.

By 2022, we had met our Sustainable Mining Plan interim target of having half of our operations undergo third-party audits against recognised responsible mine certification systems and having our Responsible Sourcing Standard for Suppliers fully implemented. We continue to work towards our 2025 target for audits of all operations.

## Our approach to ethical value chains

### Our longstanding commitment to responsible mining

Anglo American has been engaging with external responsible mining standards since 2005. This started in De Beers and the work done with the Responsible Jewellery Council (RJC) in response to conflict diamonds, which led to the development of a robust standard for that sector. Eventually, we sought solutions to similar challenges in our broader business. Our preference was to find a mining-sector wide solution that would prevent us from having to create and be audited against new standards for each product or customer segment. So, in 2008, we joined other mining companies, customers, trade unions, community groups and NGOs to try and establish a universally acceptable responsible mining standard.

That process led to the development of the Initiative for Responsible Mining Assurance (IRMA) Standard for Responsible Mining. Similar to how the RJC has been recognised as a comprehensive standard for the diamond sector, IRMA is widely regarded as a rigorous standard for other mined products. We have also continued to engage constructively with other schemes in partnership with industry peers and customers, for example ICMM's Mining Principles, the Copper Mark, and Towards Sustainable Mining (TSM) in Canada and, more recently, Australia.

In recognition of the growing importance of provenance to customers, in 2018 we committed to externally assuring all of our operations against recognised responsible mining standards by 2025. We set this out under the ethical value chains stretch goal in our Sustainable Mining Plan and are on track to meet that target.

For De Beers, we are continuing with our longstanding commitment to the RJC, which provides an integrated system to help ensure responsible practices across the whole of the diamond value chain, from mine to retail.

For our industrial metals and minerals, our approach is focused on IRMA. By starting with IRMA, we are able to meet almost all of the requirements of the other standards without further work, which reduces cost and audit burdens on our sites.

While Anglo American was a founder member and has taken a leadership position in IRMA, there are now 65 mining companies engaging with it, showing that there is growing support for a rigorous standard that has high levels of stakeholder trust.

Our own management systems ensure that we are aligned with the certification expectations of IRMA. For example, our Social Way 3.0 ensures we engage closely with communities, avoid negative social impact and maximise development opportunities. Additionally, our SHE Way ensures our focus on safety, health and environmental impact is brought to life in all our systems and operations.



Inside the concentrator plant at PGMs' Unki mine in Zimbabwe. Unki is the first mine in the world to publicly commit to a third-party audit to determine its performance against the Initiative for Responsible Mining Assurance (IRMA).

## Ensuring diligent product stewardship

Our commitment to ethical value chains also involves our approach to product stewardship, through which we ensure regulatory compliance for products across our business. This includes implementation of the UN's Globally Harmonized System of Classification and Labelling of Chemicals, and the EU's Registration, Evaluation, Authorisation and Restriction of Chemicals, as well as variants emerging in other jurisdictions. We have also established structures to ensure continued compliance in the UK, following Brexit.

Our membership of industry associations – such as the ICMM, Eurometaux, the Nickel Institute and the International Copper Association – also helps us in this endeavour.

Internally, all our sites are also required to comply, at a minimum, with our Group Technical Standard on Hazardous Materials Management. The standard covers planning and design, systems implementation and management, and performance monitoring related to all aspects of hazardous materials used in mining and processing. It also includes local legal compliance.

## Demonstrating transparency through robust assurance

An enduring challenge for Anglo American – and the global mining industry as a whole – has been to provide stakeholders with a way of accounting for sustainability practices that is transparent, verifiable, and comparable. Independent, third-party standards and assessments such as IRMA help to close the gap in demand for sustainability assurance

in our industry. They also test our industry-leading internal standards for alignment with best practice and our own overarching Purpose.

Our work to develop and adopt IRMA as a robust third-party assurance scheme is consistent with our preference for a single, comprehensive, externally audited assurance protocol with multi-stakeholder backing and governance, which helps to ensure engagement with communities, NGOs, investors, consumers and other key groups.

The IRMA process begins with a self-assessment at site level, followed by a desktop and site-based audit by independent certification bodies before a result is announced publicly. The results range from IRMA transparency through to the higher performance levels of IRMA 50, IRMA 75 and IRMA 100, with each step up reflecting improved performance. Each level requires a third-party audit and public disclosure of the results. The IRMA 50 and 75 achievement levels require conformity with at least 50% or 75%, respectively, of a core set of requirements across four principal areas – Business Integrity, Planning and Managing for Positive Legacies, Social Responsibility, and Environmental Responsibility. While the IRMA 100 certification signifies that a mine meets all requirements set out in the IRMA Standard, this is ultimately a continuous improvement journey. Recent industry experience has shown that even achieving IRMA 50 is a positive initial outcome given how high the bar has been set.

Surveillance audits are conducted 18 months after certification as a mid-point check-in to verify that an operation has reached the achievement level recognised in the IRMA assessment. Re-certification takes place every three years from first assurance. This process ensures regular independent third-party verification and certification against a comprehensive and rigorous set of practices that apply to all mined materials.

#### Driving sustainability engagement through leadership

Through engagement with stakeholders, we have worked closely with IRMA to develop a standard that provides full value-chain transparency. We view this as a point of differentiation for Anglo American and are pleased to have seen how our leadership in this space has helped to expand and deepen our long term customer relationships.

The changing nature of consumption, such as the switch to battery electric vehicles (BEVs) places a spotlight on the supply chain and the need to demonstrate responsible sourcing. The growing customer and consumer interest in the provenance of raw materials is being reflected in customer purchasing standards, legislative proposals and NGO campaigning.

For example, there has been a lot of recent work on responsible mining regulation and legislation related to critical raw materials, most notably in Europe. Through our advocacy in collaboration with other mining companies, customers and NGOs, we support the inclusion of standards such as IRMA in upcoming regulations and legislation to strengthen due diligence and assurance. Aligning on key standards and having them recognised in these policies is critical to our licence to operate in these markets.

This process has also helped to build relationships with other stakeholder groups, such as trade unions and NGOs engaged in IRMA, who appreciate the ability to rely on a robust third-party standard that has broad support. Ultimately, the IRMA Standard serves as both an external validation of our sustainability practices, as well as an internal check to ensure that we are operating responsibly.

“Through the assurance process, Anglo American is proving that the IRMA Standard’s robust requirements are realistic and achievable.”

## Activities in 2022

### Achieving our interim Sustainable Mining Plan target

To date, we have now undergone third-party assurance audits at 11 of our operations. In 2022, we piloted joint IRMA and RJC certification audits of our Mototolo PGMs mine. We also completed the IRMA audits of the three other South African sites needed to meet our interim Sustainable Mining Plan target – Kolomela, Sishen and Amandelbult – as well as our Barro Alto and Minas-Rio sites. This adds to the previous certification at Unki. In addition, Venetia and Gahcho Kué have undergone RJC certification while our Los Bronces and El Soldado sites have adopted Coppermark certification while they wait to be assured against IRMA.

This represents further progress on our Sustainable Mining Plan target of having all our operations undergo third-party audits against responsible mine certification systems and having our Responsible Sourcing Standard for Suppliers fully implemented by 2025. As more of our sites go through this process, it improves our ability to build an understanding of areas where we can continue to improve and take our ESG performance to the next level.

### Continuing to validate our progress

IRMA membership requires a commitment to conduct audits and perform ongoing assurance.

Our Unki PGMs mine in Zimbabwe was the first mine in the world to publicly commit to be independently audited against the IRMA Standard and the first mine in Africa to complete the review, which was verified by a third-party assessor. We achieved the IRMA 75 rating at Unki, which we view as a highly positive initial result.

In 2022, Unki also became the first mine in the world to undergo an IRMA surveillance audit. We are currently working to conclude the audit process for six more sites that have undergone IRMA assessment. Ultimately, the audit reports for our operations serve as recognition and proof of our commitment to high standard best practice, transparency and assurance, while providing independently verified next steps for further improvement. This transparent positive-feedback loop ensures we continue to improve our sustainability practices, leads to better ways to do business and creates greater value for employees, governments, NGOs, customers and communities alike.

In line with our ICMM commitments, in 2022 we completed our self-assessments against the ICMM Performance Expectations. Our ICMM assurance procedure and outcome of these performance self-assessments are available on our website.

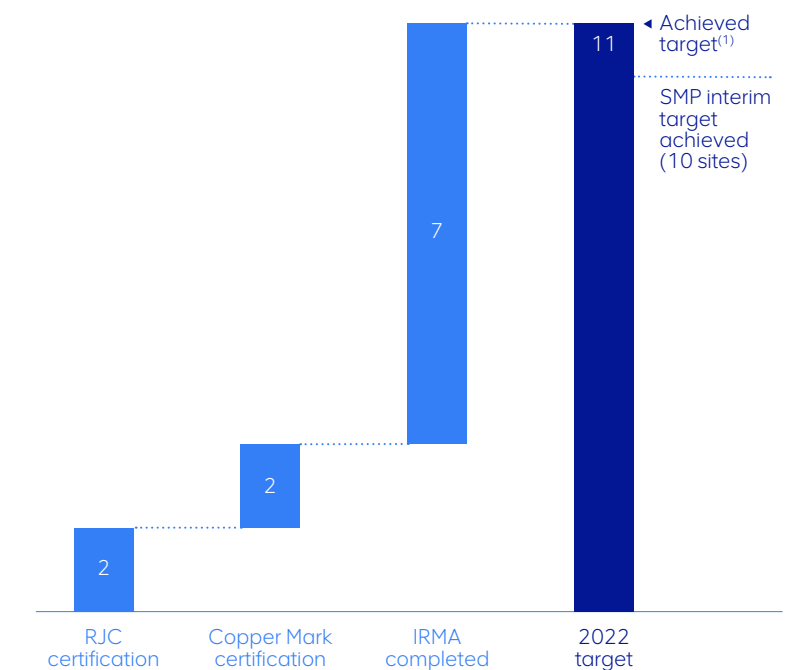
— ICMM assurance procedure  
Visit [www.angloamerican.com/ICMM-assurance](http://www.angloamerican.com/ICMM-assurance)

— ICMM performance self-assessments  
Visit [www.angloamerican.com/ICMM-performance](http://www.angloamerican.com/ICMM-performance)

## Next steps

In 2023, we will continue to work towards our 2025 Sustainable Mining Plan target of having all operations undergo third-party audits against responsible mine certification systems. Our work with IRMA on continuously improving standards for the sector will continue, including our advocacy in collaboration with other mining companies, customers and NGOs for the inclusion of standard such as IRMA in upcoming regulations and legislation to strengthen due diligence and assurance. Internally, we are driving to deliver improved and integrated systems that will allow us to consolidate ESG audit activities, and we have already begun this collaboration with Human Rights, Social Performance, Sustainable Development and Supply Chain teams.

## Number of sites with third party assessment

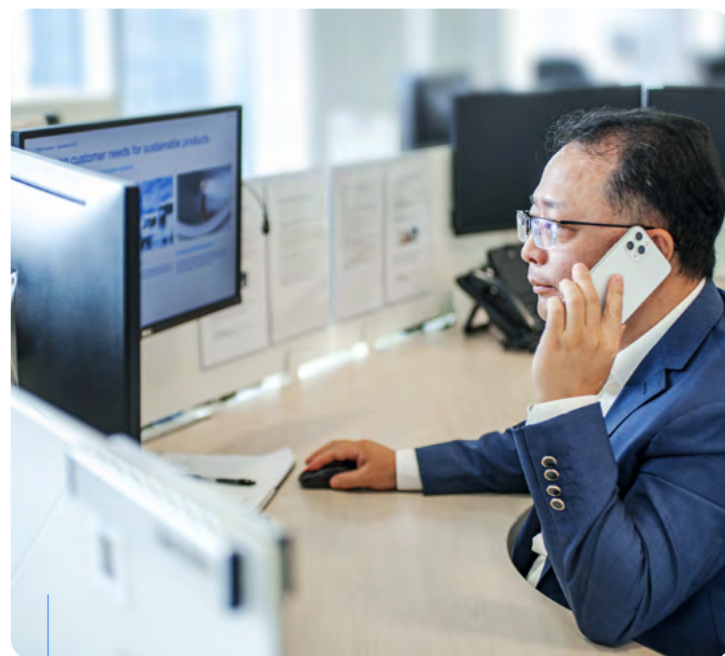


<sup>(1)</sup> The SMP interim target to have half of our operations third party audited was achieved (11 sites completed vs end 2022 target of 10).

We are on track to ensure that all our operations (19 sites) undergo third party audits against responsible mine certification systems by 2025 (up from 17 sites, with Aquila and Quellaveco coming online).

# Providing our customers with assurance on responsible production, sourcing, and delivery

Third-party assurance programmes, such as IRMA and the RJC, which bring together a range of stakeholders including civil society, non-governmental organisations and customers, help Anglo American provide independent assurance around the integrity of our responsible production and sourcing practices – upholding our commitment to providing ethical value chains. For our customers – and their customers – external certification is a valuable reference to confirm that the products they source as part of their own value chains are independently recognised as meeting industry accepted sustainability standards and expectations.



Manager Sales Precious Metals – Asia Pacific, David Zhao, at our Marketing business's Singapore headquarters.

We have a clear, well-established record of responsible sourcing and ethical value chains, with industry-leading internal standards that guide our approach to sustainability. Through independent assurance frameworks we provide one additional avenue to our customers to verify the implementation of these standards.

Alongside our commitments to IRMA and the RJC, we are continuing to expand our participation in independent assurance programmes that are in line with our industry-leading internal standards while also being meaningful for our customers as a mark of trust.

For example, our PGMs operations in South Africa meet the requirements of the London Platinum & Palladium Market (LPPM) Responsible Sourcing Guidance, a framework created to formalise and consolidate existing high standards of due diligence amongst PGM refiners.

In March 2022, our managed copper operations in Chile – the Los Bronces and El Soldado mining operations, and the Chagres smelter – earned the Copper Mark, the assurance standard for responsible copper, developed to demonstrate the copper industry's commitment to both the green energy transition and the United Nations Sustainable Development Goals (SDGs).

Assurance programmes can also help host communities by providing ways for smaller, community suppliers to demonstrate the sustainability of their link in the supply chain. In 2018, De Beers launched the GemFair programme, creating a secure and transparent route to market for ethically sourced diamonds from artisanal and small-scale mining (ASM). Piloted in Sierra Leone, this approach uses a digital solution to track and trace diamonds directly from their mine of origin. We also rolled out a set of sourcing guidelines,

aligned with international requirements relating to human rights, fair labour practices, business integrity, health and safety, and environmental impact management, among others. Following the success of the pilot, we have expanded the programme in the wider region.

## Assuring future-enabling products

Alongside external assurance, providing participants across the entire value chain with greater visibility of the origin and value chain of the future enabling metals and minerals they buy is another way to provide verifiable information about a product's sustainability credentials. We are exploring the development of digital traceability solutions that can facilitate these efforts, and are actively working with customers to shape comprehensive solutions that can meet the shifting expectations of consumers in modern society.

We recognise the value of independent assurance to ensure we live up to the evolving expectations of our customers, as well as society at large, while optimising the value from our mineral resources by anticipating and addressing their needs from a sustainability standpoint.

For example, in November 2022, Anglo American signed a memorandum of understanding with Aurubis AG – a global provider of non-ferrous metals and one of the world's largest copper recyclers – to develop a copper product offering that can meet customer expectations that our products are sustainably sourced and supplied. Applying their combined expertise, Anglo American and Aurubis are also exploring the opportunity for technology-driven traceability solutions to bring confidence in the entire production cycle.

## Shaping a more sustainable industry

When buying Anglo American products, our customers know that our processes are underpinned and guided by Our Values, and our focus on sustainability – from our safety, health and environmental management system, to our standard for responsible sourcing and our commitment to understand, and respond to, the needs and realities of the communities in which we operate.

Third-party assurance can play a role in verifying these aspects of our performance and help our customers meet their own sustainability requirements, ensuring ethical supply chains for their own customers and, ultimately, society at large. It also provides us with an opportunity to gather valuable input from representatives of our customers and wider society on what constitutes best practice across relevant industries.



“As the link between the customers who buy and appreciate our high-quality products, and our mines, we know that, to shape a truly sustainable business, we must stay ahead of evolving trends. By doing this, we ensure the reliable supply of essential resources that fulfil customer requirements; that are responsibly produced, sourced and delivered; and that are complemented by our high-quality service support.”

**Peter Whitcutt**  
CEO Marketing, Anglo American

Our approach to engaging customers in shaping a fairer and more sustainable industry resonates with the profound, longer term shift under way in the consumer space, where companies are increasingly expected to demonstrate the sustainability of their products along with attributes of reliable supply, competitive prices, and quality of service.

## What's next

Recognising the need to provide assurance on the provenance of the metals and minerals that will support the energy transition as an important component of our value proposition to customers, also reflects the rising demand from both consumers and governments for end products that have proven ethical and sustainable characteristics across the supply chain. In this context, we are committed to continuing to forge wide-ranging collaborations with like-minded customers and partners to drive greater traceability across traditionally complex sectors, developing and implementing solutions with the potential to create value for the benefit of all our stakeholders.

— See more on [www.angloamerican.com/marketing](http://www.angloamerican.com/marketing)

# Responsible supply chain

We are striving to develop a purpose-led supply chain that continually expands opportunities for participation by businesses of all sizes from host communities while ensuring that human rights are respected at every step.

Our network of more than 17,000 suppliers and our \$14.8 billion in spending in 2022 provide us with global opportunity and scale. This allows us to work with suppliers in long term and mutually beneficial relationships to deliver business excellence and achieve sustainability goals in line with our Values and ambitions.

## Our approach to responsible supply chain

We understand our responsibility to manage risk posed to the business through our supply chain relationships, which is why we have a Responsible Sourcing Standard for Suppliers that sets out the conditions for working with our business.

We require suppliers to comply at a minimum with all relevant laws and applicable industry regulations. We also expect them to meet Anglo American's policies, site requirements and other supply conditions, including those outlined in our standard. We supplement this with our Frequently Asked Questions (FAQ) guide and supplier self-assessment questionnaire tool.

To guide our business in making ethical decisions when purchasing goods and services, we require our centrally procured suppliers to comply with our responsible sourcing programme. This enables us to identify potential sustainability risks, including unwanted safety events, industry-specific factors mapped across more than 120 procurement categories, country risks that emanate from the supplier's location, as well as our transaction volume and expenditure profile.

## Activities in 2022

### Building sustainable relationships

Understanding the value of a diverse and resilient supply chain, we focused on helping our suppliers to become more sustainable and grow to be less dependent on their relationship with Anglo American.

We see a strong intersectionality between the sustainability of our supply chain and our desire to help build a more circular, low carbon economy. This includes our supplier development efforts, where we are strongly focused on identifying key opportunities to support sustainable local manufacturing in host communities. Many of these initiatives will not develop into supplier relationships for the Group but are aimed at promoting sustainable, diversified and independent economic activity, which also creates jobs for local residents. Our support in such cases can come in a variety of forms, including financial or, for example, by offering space near our operations for them to locate their manufacturing facilities.

One such example involved producers of personal protective equipment (PPE) near some of our South African operations. While we initially procured some of their output, through seed funding, our aim is to enable them to expand their capacity through the purchase of critical equipment. This in turn means that these businesses are able to grow and deliver for customers beyond Anglo American.

### Enabling excellence

Our Excellence Enablers programme, which we launched in 2022, is designed to support our efforts to build a more resilient, stable and independent supply chain. To form the framework for the programme, we facilitated various engagements with the Supply Chain leadership team and key internal stakeholders to identify areas for improvement across the organisation.

We distilled this feedback into five target workstreams for a period of 12–18 months:

- Ways of Work is focused on improving our fundamental approaches to what we do as an organisation. We worked on governance and systems readiness, foundational planning for the formation of a Community of Practice, deployed management routine principles and completed our first pilots
- Supplier Onboarding aims to enhance our processes and procedures for engaging new supply chain partners. We completed the development of a data-driven process performance model and a process workshop and shared an end-to-end review of communications with suppliers and our internal team
- Digital Supply Chain Shop seeks to support customer and service delivery improvements through a series of 'quick wins'. We worked to define the scope of the Digital Shop, identify priority areas for improvement, and engage service design experts to help with medium term product definition
- Operational Excellence is focused on driving a standard way of operating and delivering improvements across the value chain of our suppliers. We worked to develop new metrics and reporting to be captured in a dashboard, as well as a plan to drive value realisation with our purchasing process
- Supply Chain Centre of Excellence where the focus is on defining new production and service strategy principles. It is responsible for technology procurement and enabling the process for people to deliver on the sustainability elements of supply chain.

## Supporting contractor engagement and management

As part of the Contractor Performance Management programme, we worked to build a suite of tools to support a standard minimum approach to the engagement and management of contractors across the Group.

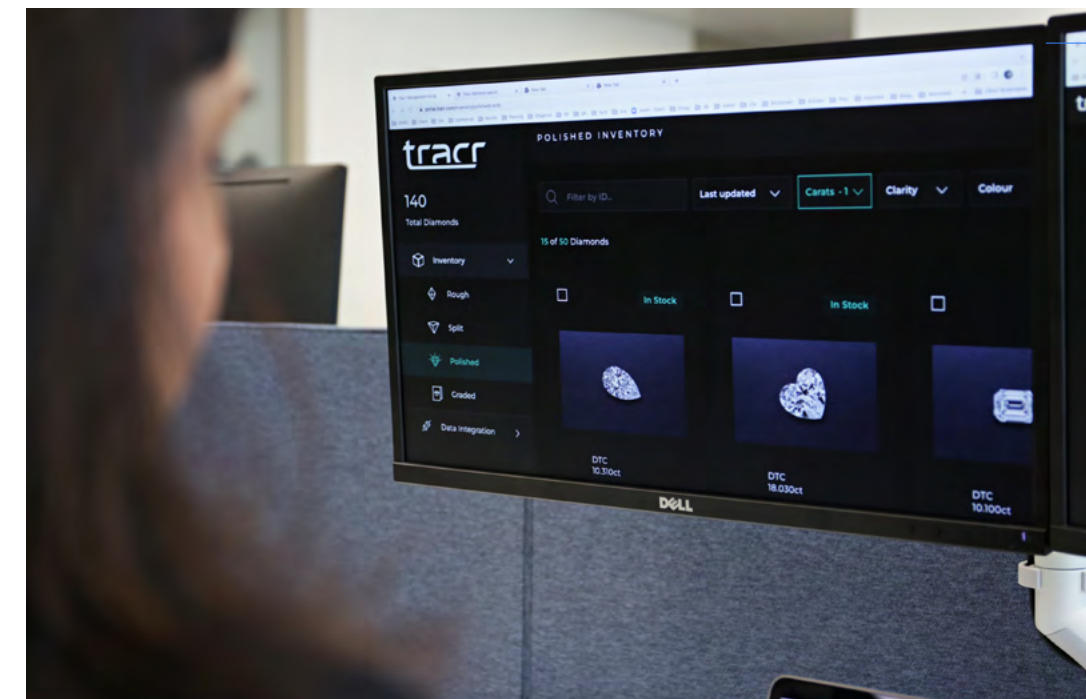
The suite is intended to cover all key sustainability-related risks, including safety, health, environment and social performance. For example, one of the tools provides a standard approach to the development of bid questions and criteria.

We conducted a proof of concept deployment of the Contractor Performance Management approach at Mogalakwena and the Waterval smelter in the PGMs business, focusing on the safety components of the tools.

## Promoting inclusive procurement

To ensure that we are inclusive in our procurement practices, early in 2022 we established a new team focused exclusively on this issue. The team is seeking opportunities for partnerships that position host communities as the driving force at the mine, through robust development and revolutionary business models contributing to sustainable mining. Through inclusive procurement, we ultimately seek to contribute to job creation and the diversification of local economies.

A major part of our inclusive procurement team's initial focus was looking at supplier performance and development to identify opportunities to support existing and new host community suppliers. This includes helping individuals and small operations who could potentially become new suppliers to build their capabilities and expand their capacities sustainably.



Using Tracr™, a diamond can be digitally tracked throughout its journey from its source to end-consumer.

We are actively working towards building an ecosystem that will support them and increase their chances of success.

We launched a focused typical enablement programme to support small entities such as exempted micro enterprises and qualifying small enterprises with on-the-job training, which will eventually prepare them for an upcoming pipeline of opportunities. Profiling our suppliers to build bespoke solutions helps to ensure that every supplier in our value chain that requires skills development is adequately supported, irrespective of their size.

Alongside these efforts, we worked on building capacity around impact modelling. We implemented a job-tracking platform that represents a step change in evaluating the impact of our inclusive procurement initiatives on communities. We are working to create a framework that can accurately assess and measure the full economic impact of every dollar spent in host communities and reflect all aspects of our work in this area. Understanding our impact helps us to better account for all of our undertakings in this space and evaluate their effectiveness, which in turn can guide us in future inclusive procurement efforts.

We also focused on regulatory and compliance aspects of inclusive procurement to ensure that we can be more strategic in our influence. This includes working with government bodies, NGOs and smaller organisations. While initially focused primarily on South Africa, this is a global team. For example, we want to see the approaches to overcoming challenges and advancing opportunities that we have developed from our experiences in South Africa mirrored in other operations, such as Quellaveco, where we see scope for similar benefit.

#### Linking sustainability to sourcing events

To ensure consistency in the way that we manage and link sustainability to sourcing events, we developed a Category Management Framework. It is aimed at embedding more deeply the practices outlined in our Responsible Sourcing Standard into our day-to-day supply chain work.

We made available our category management guideline, toolkit and template for category managers and others to use. We also now have a supplier performance guideline and toolkit available for category managers and others with supplier relationship management responsibilities to use.

These resources integrate a broad definition of sustainable value creation in line with our priorities. Their approaches include analysing and defining opportunities to support and ensure strategic alignment with ESG objectives.

#### Enhancing our responsible sourcing practices

As part of our supplier capacity-building efforts, we continued to work with PartnerAfrica and the IQ Business Group to develop a Responsible Sourcing Implementation Toolkit. We conducted pilot engagements of our open-source toolkit and training materials, which aim to enable potential and

current suppliers to implement management system principles into their businesses. The initial feedback from these tests, which we performed primarily with small, medium and micro enterprises, was positive. They found that these resources helped them to navigate the nuances of legislation and bridge gaps to compliance independently, without needing to employ additional consultant services for this purpose.

In addition, we continued to use a heat map to identify those suppliers that have an increased potential for sustainability risk. Where we identify or suspect a risk, our practice is to engage with suppliers, expressing our concern and requiring them to develop a plan of corrective action. This gives them a fair opportunity to manage the risk and limit unintended consequences. If a supplier refuses the remediation, or is not able to demonstrate progress towards resolution, the matter is then escalated and may result in review of the supply relationship by our Supply Chain leadership team. (See more on pages 50-51.)

## 216

### self-assessment questionnaires completed (2021: 163)

#### Engaging with suppliers

We use our supplier self-assessment questionnaire tool to supplement our Responsible Sourcing Standard. During the year, we received assessments from 216 suppliers. This process is further corroborated with select on site assessments to confirm aspects of the self-assessment questionnaires. We have completed more than 1,100 supplier assessments since 2018.

We also continued to engage with suppliers about alignment with the UN SDGs and work with supply chain partners in areas such as the circular economy and our emissions agenda. (See more on pages 69-71.)

Our experience is that most multinational and high-spend suppliers appear to understand and have controls around potential responsible sourcing risks and have processes in place to identify and manage them. Smaller suppliers, however, often have difficulty in demonstrating procedures and practices linked to core legal requirements. They also sometimes require assistance to bring their operations into compliance with Anglo American's uncompromising safety standard. We continue to focus on our supplier capacity-building efforts, including the development of the Responsible Sourcing Implementation Toolkit to support such businesses to meet requirements.

#### Common framework for the mining industry

In our Sustainable Mining Plan, we stated our objective to advocate for a common responsible sourcing standard for

the mining industry. In 2022, we continued engagement with the Minerals Council of South Africa towards the development of a common Human Rights and Responsible Sourcing Framework. We also built on relationships in Australia, leveraging the Minerals Council of Australia efforts to combat modern slavery.

#### Engaging with stakeholders

We acknowledge the increased expectations and requirements related to the provenance and ethical production of minerals and metals from customers interested in sourcing responsible materials. We engage with them to share details of our supply management process and responsible mining practices, including how we approach due diligence and supply chain visibility.

#### Next steps

In 2023, we will advance our work to foster an ethical supply chain across our operations; in particular, by:

- Introducing new technology tools to increase the visibility of our extended value chain, including potential sustainability risks linked to key commodities
- Continuing to build out and deploy our Contractor Performance Management suite to ensure full alignment with the requirements outlined in the Social Way 3.0
- Launching our Responsible Sourcing Implementation Toolkit to provide free tools and templates that will help businesses in our supply chain with compliance
- Building on our efforts to promote inclusive procurement through meaningful partnerships with host communities
- Progressing on the five target workstreams in our Excellence Enablers programme
- Working towards achieving our Sustainable Mining Plan goals and ensuring that our value chain supports and reinforces positive human rights and sustainability outcomes
- Continuing to implement our Responsible Sourcing Standard, while advocating for the development of a common responsible sourcing standard for the mining industry.

#### Suppliers

Anglo American has a large and diverse base of more than 17,000 suppliers around the world. Our most material purchases involve goods and services that are typical of large-scale infrastructure and manufacturing projects, including:

- Labour and other services
- Heavy mining equipment
- Process chemicals
- Fuel and lubricating oils
- Explosives
- Motors
- A wide range of mining-related consumables.

We expect our suppliers to contribute actively to social and economic improvement and uphold the sustainability standards we set for the Group, including all site-related requirements.

# Economic contribution

We remain committed to transparency around our social contributions and significant tax payments through proactive disclosure. We believe the enduring positive impact of our business – and the mining industry as a whole – can only be properly assessed by positively considering the total footprint of our contributions across the whole mining lifecycle.

## Our approach and policies

### Our socio-economic contribution

The socio-economic contribution we make to the communities in which we operate takes various forms:

- The royalties and taxes we pay (and collect on behalf of governments) add economic value to a country
- Business operations that deliver economic value to communities, enhanced by policies on inclusive procurement, local recruitment and supporting local suppliers
- Long-running socio-economic development interventions, in collaboration with local partners, which address local needs, building and strengthening sustainable local economies so that they are less dependent on our mines.

Taking a long term view, we design our operations and community development initiatives so that communities and economies continue to thrive, even after our mines have closed. (See more on *Collaborative Regional Development* on pages 77–78.)

### The economic value we add

By employing people, paying and collecting taxes and spending money with suppliers, we make a significant positive contribution to both host communities and their regional and national economies. Most of these are in developing countries. Thanks to the multiplier effect, our total economic contribution extends far beyond the direct value we add.

In 2022, we distributed \$30.6 billion of cash value to our stakeholders as detailed below:

**\$3.7 billion**  
paid to our employees through wages and related expenditure

**\$5.9 billion**  
paid in taxes and royalties borne and taxes collected

**\$14.8 billion**  
paid to suppliers (including in respect of capital investment)

**\$175 million**  
spent on Community and Social Investment (CSI)

**\$6.0 billion**  
paid to providers of capital

## Our national tax contributions

Public disclosure is essential to building trust in the mining industry. We have voluntarily provided information about tax payments in each of our business units for many years. Since 2014, we have published our Tax and Economic Contribution Report for all our major operating jurisdictions. In it, we provide details about the taxes and royalties we pay, the taxes we collect and the other key economic contributions that we make to local economies, such as wages and salaries, capital investment and procurement spend.

Although we have voluntarily published our country-by-country data since 2019 (in OECD standardised format) we were early adopters of the newer Global Reporting Initiative (GRI) 207 tax standard format in 2020 and believe it gives stakeholders greater comparability and better data from GRI participating groups by ensuring data is provided on:

- Approach to tax
  - Tax governance, control and risk management
  - Stakeholder engagement
  - Country-by-country data, including narrative on effective tax rates.
- Our Tax and Economic Contribution Report 2022 continues to demonstrate our commitment to tax transparency to our stakeholders. We disclose information that satisfies the requirements of the following transparency initiatives:
- UK Reports on Payments to Governments Regulations 2014 (SI 2014/3209)
  - Chapter 10 of the EU Accounting Directive (2013/34/EU)
  - Global Reporting Initiative 207 (Tax:2019) which include public country- by-country reporting
  - Australian Board of Taxation Voluntary Tax Transparency Code
  - The UK’s Publish Your Large Business Tax Strategy (which is a requirement of our UK listing)
  - The Canadian Extractive Sector Transparency Measures Act.

In addition, we are an active supporter of the Extractive Industries Transparency Initiative (EITI), and are a member of the EITI board. We take part in the Multi-Stakeholder Groups initiative in Peru, Ecuador and Zambia – three countries that are members of the EITI and where we have mining operations or exploration activities.

We also endorse the Responsible Tax Principles set by the B Team.

– For more information  
Visit <https://bteam.org/assets/reports/A-New-Bar-for-Responsible-Tax.pdf>

– For more information on our Tax and Economic Contribution Report  
Visit [www.angloamerican.com/tax-economic-contribution-report-2022](http://www.angloamerican.com/tax-economic-contribution-report-2022)

## Taxes borne and collected: developed vs. developing countries

	\$m
Developing	4,575
Developed	1,318
<b>Total</b>	<b>5,893</b>

## GRI 201 – Economic performance\*

US\$ million	2022	2021
Revenue	<b>35,118</b>	41,554
Operating costs	<b>25,875</b>	23,962
Employee wages and benefits	<b>3,737</b>	3,707
Payments to providers of capital	<b>6,044</b>	8,133
Payments to government <sup>(1)</sup>	<b>2,563</b>	4,548
Community investments	<b>175</b>	138
<b>Economic value retained</b>	<b>(3,276)</b>	1,066

\* Includes data from financial statements prepared in accordance with IFRS, in line with GRI 201.

<sup>(1)</sup> This amount is the accrued current tax charge for the period. Mining royalties paid to government are included within operating costs.

## Activities in 2022

### Investing in social initiatives

In 2022, our community and social investment (CSI) reached \$175 million (2021: \$138 million). This represents 2% of underlying earnings before interest and taxes (EBIT), less underlying EBIT of associates and joint ventures.

We expanded our global employee volunteering programme, Ambassadors for Good, to include Chile, Namibia, Botswana, China and Australia. The number of employees involved in the programme increased by 45% from 2021 and addressed a range of areas from accountability, health and well-being, to biodiversity energy and education. (See *Ambassadors for Good case study on page 38.*)

— For more information on our Ambassadors for Good programme  
Visit [www.angloamerican.com/ambassadors-for-good-overview](http://www.angloamerican.com/ambassadors-for-good-overview)

### Anglo American Foundation

The Anglo American Foundation is focused on empowering youth to create sustainable and inclusive communities, through catalysing green jobs, strengthening green value chains and building resilience, placing a particular importance on women and vulnerable groups. By working in partnership and taking a participatory approach, the Anglo American Foundation aims to accelerate progress towards the United Nations Sustainable Development Goals (UN SDGs).

— For more information on the Anglo American Foundation  
Visit [www.angloamericangroupfoundation.org](http://www.angloamericangroupfoundation.org)

### Supporting supplier and enterprise development

For over 30 years, Zimele, our enterprise capacity building programme in South Africa has been funding SMMEs to enable them to effectively participate in the economy. There are currently 813 participants on active programmes across all Anglo American sites. Since 2018, Zimele has disbursed \$25 million, with a 92% loan recoverability rate. In 2022, \$7 million of approved loans were granted to 54 suppliers, with Zimele providing \$5 million and Absa Bank co-funding an additional \$2 million.

The focus of Zimele's strategy has continued to evolve over the years, with added attention on responding to the national priorities of reducing unemployment and poverty. With our repositioned strategy, we are taking a greater focus on providing mentorship first – enabling committed entrepreneurs, suppliers, and youth to improve the way they run their businesses while building a network of partnerships that will provide financing and access to market opportunities. Our programmes have resulted in recognisable successes, including 3,868 jobs supported during 2022, bringing the total number of jobs supported from 2018 to 12,868.

### Our approach to inclusive procurement

Anglo American is committed to inclusive procurement and developing local supply chains that can support resilient communities. We aim to build these supply chains by supporting small-business growth in host communities, stimulating job creation, building manufacturing capacity

and focusing on creating economic opportunities for previously excluded groups.

In 2022, our operations spent approximately \$14.8 billion (2021: \$11.4 billion) with suppliers, of which \$13.6 billion was with local suppliers (2021: \$10.0 billion). Our expenditure with designated suppliers (Black Economic Empowerment in South Africa, Indigenous communities in Canada and Aboriginal Suppliers in Australia) was \$3.4 billion (2021: \$2.6 billion), representing 23% of total supplier expenditure, including \$1.9 billion with host communities in the direct vicinity of our operation (2021: \$0.9 billion).

Local spend numbers indicate spend on suppliers based in the relevant country of operation, whereas host community spend numbers reflect expenditure with suppliers based in communities in the direct vicinity of our operations.

Our approach to host community spend aligns with national and regional policies that are designed to increase opportunities for previously marginalised groups. These include the First Nation Impact and Benefit Agreements in Canada, the promotion of Aboriginal procurement in Australia, and broad-based black economic empowerment in South Africa.

### Programmes contributing to the jobs supported livelihood goal of the SMP.

Programme categories	Jobs supported*	Description of programmes	Examples of partners
Local procurement initiatives	77,188	Jobs supported through Anglo American local procurement activities.	TechnoServe; Anglo American suppliers.
Enterprise and supplier development programmes	19,666	Providing support to small, medium, and micro businesses inside and outside the mining value chain. Includes training, mentorship, and loan funding to entrepreneurs.	TechnoServe; Procultura Foundation; Simon of Cirene Foundation, International Finance Corporation; Inter-American Development Bank.
Training, development, and placement programmes	2,612	Capacity and skills development for local mining residents who are placed into work after completing vocational and work readiness training.	TechnoServe; Reach Summit.
Agriculture programmes	1,718	Anglo American initiatives that stimulate jobs through the agricultural value chain.	LIMA Rural Development Foundation; Commercial agricultural developers.
Licence, permit, and other social investments	13,350	Jobs are supported through various community development initiatives: <ul style="list-style-type: none"> <li>– Infrastructure development, including water, roads, energy and connectivity</li> <li>– Delivery of education programmes in communities i.e. Assistant Information Communication Technology Champions</li> <li>– Delivery of community health initiatives through community health workers.</li> </ul>	Jet Education Services; Yes4Youth, Fondo Solidario; Exxaro; Council of Scientific and Industrial Research (CSIR); World Vision; Zutari; International Finance Corporation.

\* The number of jobs relate to programmes implemented in countries that fall within the scope of the SMP livelihood goal. While additional jobs supported through programmes outside of SMP goal are tracked, these jobs are not included in this table.

### Global CSI expenditure by type<sup>(1)</sup>

	\$m	
Community development	88	50%
Education and training	33	19%
Health and welfare	13	7%
Water and sanitation	13	7%
Other	11	6%
Disaster and emergency relief	7	4%
Institutional capacity development	5	3%
Environment	3	2%
Sports, art, culture and heritage	2	2%
<b>Total</b>	<b>175</b>	

<sup>(1)</sup> Discrepancies may occur due to rounding.

### Global CSI expenditure by region<sup>(1)</sup>

	\$m	
Africa	109	62%
Americas	57	33%
Rest of World	6	3%
United Kingdom	2	1%
Australia	1	1%
<b>Total</b>	<b>175</b>	

<sup>(1)</sup> Discrepancies may occur due to rounding.

# Assurance statement

Independent auditor's Assurance Report on the selected sustainability information in Anglo American Plc's Sustainability Report

As a member of the International Council on Mining & Metals (ICMM), Anglo American is committed to obtaining assurance over specified assertions related to its Sustainability Report in accordance with the ICMM Mining Principles (Dec 2022). In addition, Anglo American has issued a Sustainability-linked Bond (SLB) and requires assurance over the annual performance of the related Key Performance Indicators (KPIs).

IBIS ESG Consulting Africa (Pty) Ltd (IBIS) was commissioned by Anglo American Plc (Anglo American) to conduct an independent third-party assurance engagement in relation to the sustainability information in its Sustainability Report (the Report) for the financial year that ended 31 December 2022.

IBIS is an independent licensed provider of sustainability assurance services. The assurance team was led by Petrus Gildenhuys with support from a multidisciplinary team of health, safety, social, environmental and assurance specialists with extensive experience in sustainability reporting. Petrus is a Lead Certified Sustainability Assurance Practitioner (LCSAP) with more than 25 years' experience in sustainability performance measurement involving both advisory and assurance work.

## Assurance standard applied

This assurance engagement was performed in accordance with AccountAbility's AA1000AS v3 (2020) ("AA1000AS") and was conducted to meet the AA1000AS Type II Moderate and High level requirements respectively as indicated below.

## Respective responsibilities and IBIS' independence

The directors of Anglo American are responsible for preparing its Sustainability Report and for the collection and presentation of sustainability information within the Report. The directors are also responsible for the preparation and presentation of a compliance statement in accordance with the ICMM Mining Principles and related reporting commitments. This responsibility includes the identification of stakeholders and stakeholder requirements, material issues and commitments with respect to sustainability performance, as well as for the design, implementation, and maintenance of internal controls relevant to the preparation of the report.

IBIS' responsibility is to the Directors of Anglo American alone and in accordance with the terms of reference agreed with Anglo American. IBIS applies a strict independence policy and confirms its impartiality to Anglo American in delivering the assurance engagement. This assurance engagement is the third assurance engagement conducted for Anglo American by IBIS.

## Assurance objectives

The purpose of the assurance engagement was to provide the management of Anglo American with an independent assurance opinion on:

(A) Disclosure in respect of the three SLB KPIs in the table below, each as defined in the section entitled "Sustainability-linked Financing Disclosures" of the Report, pursuant to Condition 14A of the Sustainability-Linked Notes.

SLB KPI	Unit of measurement	Assurance level
Absolute GHG Emissions Amount	MtCO <sub>2</sub> e	High Assurance
Water Abstraction Amount	Megalitres	Moderate Assurance
Livelihoods Ratio	Ratio	Moderate Assurance

(B) Whether the Report meets the following objectives as per the ICMM Mining Principles.

- **ICMM SUBJECT MATTER 1:** Anglo American's alignment with the ICMM Mining Principles, including the associated mandatory requirements set out in the ICMM Position Statements. (Moderate)
- **ICMM SUBJECT MATTER 2:** Anglo American's material sustainability risks and opportunities that form the basis of

its review of the business and the views and expectations of its stakeholders. This involves Anglo American's approach to identify, prioritize and respond to its material sustainable development (SD) risks and opportunities, assessed through Anglo American's application of the AA1000 Accountability Principles (2018). (Moderate)

- **ICMM SUBJECT MATTER 3:** The existence and status of Anglo American's implementation of systems and approaches used to manage its identified material SD risks and opportunities. (Moderate)
- **ICMM SUBJECT MATTER 4:** Reporting on Anglo American's performance during the reporting period reflected by the following subject matter disclosures relating to Anglo American's material SD risks and opportunities.
- **ICMM SUBJECT MATTER 5:** Anglo American's application of disclosures regarding the company's prioritisation process for selecting assets for third-party Performance Expectations (PE) Validation. (Moderate)

## Assessment criteria

The following suitable assessment criteria were used in undertaking the work:

- Anglo American Sustainable-linked Financing Framework
- ICMM Mining Principles and the ICMM Assurance and Validation Procedure defining the following subject matter criteria:

**ICMM SUBJECT MATTER 1:** ICMM Principles and relevant PEs and mandatory requirements set out in the ICMM Position Statements.

**ICMM SUBJECT MATTER 2:** Anglo American's description of its process for identifying material issues that meet the principles of completeness and materiality as defined in Global Reporting Initiative (GRI) as well as AA1000AP (2018) adherence criteria for the Principles of Inclusivity, Materiality, Responsiveness and Impact as published.

**ICMM SUBJECT MATTER 3:** Anglo American's description of systems and approaches (as reported) that meet the reporting requirements for management of SD risks and opportunities in line with the requirements of GRI 103.

**ICMM SUBJECT MATTER 4:** Completeness, accuracy and validity of reported sustainability data throughout the Report as per the basis for preparation of key sustainability data documented within the data tables available at [www.angloamerican.com/sustainabilitydata](http://www.angloamerican.com/sustainabilitydata) as well as the Anglo American operational Safety and Sustainable Development Indicator Definitions and Guidance Notes.

**ICMM SUBJECT MATTER 5:** The description of the Anglo American's asset prioritisation process and its application.

## High assurance

Key performance indicator	Unit of measurement
Total work-related loss of life	Number
Fatal injury frequency rate (FIFR)	Rate
Total recordable injury frequency rate (TRIFR)	Rate
Total Scope 1 emissions	MtCO <sub>2</sub> e
Total Scope 2 emissions	MtCO <sub>2</sub> e
Total energy consumption	GJ
Tonnes copper equivalent	Tonnes
Total number of Level 3, 4 and 5 environmental incidents reported	Number

## Moderate assurance

Key performance indicator	Unit of measurement
Total number of new cases of noise-induced hearing loss (NIHL)	Number
Total number of employees potentially exposed to inhalable hazards above the exposure limit	Number
Total number of employees potentially exposed to carcinogens above the exposure limit	Number
Number of employee voluntary testing and counselling cases (South African managed operations only)	Number
Number of known HIV+ employees on anti-retroviral therapy (ART) (South African managed operations only)	Number
Corporate Social Investment (CSI) Spend	USD (million)
Ratio of off site jobs supported (excluding induced jobs) to onsite jobs	Ratio
Land Rehabilitation – reshaping; and seeding completed	Hectares
Total freshwater withdrawals	Megalitres
Operational water withdrawals by source (surface water, ground water, seawater and third party water)	Megalitres
Water withdrawal by quality (high vs. low)	Megalitres
Water discharges by quality (high vs. low)	Megalitres
Water diversions (other managed water)	Megalitres
Water consumption	Megalitres
Operational water use	Megalitres
Water reuse/recycling (operational efficiency)	Percentage

### Assurance procedures performed

Our assurance methodology included:

- Telephonic interviews with relevant functional managers from Anglo American Group and inspection of information provided to test and verify the existence and completeness of procedures and processes in place for adherence to AA1000AP Standard and ICMM Subject Matter criteria of selected disclosures in the assurance scope.
- Desktop at Anglo American Group, as well as a combination of desktop and onsite reviews at 30 sampled operations across the globe. This involved testing, on a sample basis, the measurement, collection, aggregation and reporting of selected sustainability information at each operation.
- Inspection and corroboration of supporting evidence to evaluate the data generation and reporting processes against the assurance criteria.
- Reporting the assurance observations to management as they arose to provide an opportunity for corrective action prior to completion of the assurance process.
- Assessing the presentation of information relevant to the scope of work in the Report to ensure consistency with the assurance observations.
- Inspected Anglo American's assessment of their reporting of performance in accordance with the GRI Standards.

### Engagement limitations

IBIS planned and performed the work to obtain all the information and explanations believed necessary to provide a basis for the assurance conclusions for High and Moderate levels of assurance respectively in accordance with AA1000AS v3.

The procedures performed at a Moderate assurance level vary in nature from and are less extensive than for High assurance in relation to risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. As a result, the level of assurance obtained for a Moderate assurance engagement is lower than for High assurance as per AA1000AS v3.

Conversion factors used to derive emissions and energy used from fuel and electricity consumed, are based upon information and factors derived by independent third parties. The assurance work did not include an examination of the derivation of those factors and other third-party information.

For the off-site jobs supported component of the number of jobs supported off site to on site jobs KPI, personal identification of individuals is often not available for testing due to individuals withholding personal information and/or country privacy laws. In these cases, reliance was placed on signed third party reports from contracted business advisors responsible for the monitoring of jobs supported.

### Assurance conclusion

#### High assurance opinion

In our opinion, based on the work undertaken for High assurance as described, we conclude that the subject matters in the scope for High assurance have been prepared in accordance with the defined reporting criteria and are free from material misstatement.

#### Moderate assurance opinion

In our opinion, based on the work undertaken for Moderate assurance as described, we conclude that the subject matters in the scope for Moderate assurance are supported by the evidence obtained.

#### Key observations and recommendations

Based on the work set out above, and without affecting the assurance conclusions, the key observations and recommendations for improvement are as follows:

##### In relation to the SLB KPIS

It was observed that appropriate measures are in place to provide reliable source-data related to the SLB disclosures. Going forward, it is recommended that the third party business advisor reports on jobs supported be included in Internal Audit's scope of work as a first layer of comfort over the reported data.

##### In relation to ICMM subject matter 1

The Anglo American purpose driven statement, linked to the Group's values, and associated Group level policies, management standards and procedures documented in the Sustainability Report underpin Anglo American's corporate commitment towards the ICMM Mining Principles and the related Position Statements.

##### In relation to ICMM subject matter 2

Inclusivity: Stakeholder inclusivity forms the foundation of the Anglo American purpose driven statement and Group strategy on delivering sustainable value to its stakeholders. Anglo American recognised a wide spectrum of stakeholders in 2022 and has made a public commitment in both the Chairman and CEO statements towards inclusivity of stakeholders. Inclusivity of stakeholder considerations are integrated into the operating model Anglo American and central to the organisation's decision making procedures. The Anglo American Sustainable Mining Plan provides the foundation to integrate stakeholder expectations around sustainable development. Through the Anglo Social Way 3.0 requirements, each operation in the Group has implemented a Stakeholder Engagement Plan that includes materiality mapping, an engagement strategy, roles and responsibilities, milestones and targets. Compliance to the Group's procedures, guidelines and frameworks are governed through the Anglo Social Way 3.0 assurance framework annually.

Materiality: Anglo American follows an annual materiality process reperformed for 2022, that identifies the issues that

are material to its stakeholders and the business, based on their potential impact and Anglo American's ability to influence these. Materiality has been considered at Board level and also intersects with the Group Risk Register and subsidiary level materiality.

Responsiveness: Anglo American's responses to stakeholder issues observed across different stakeholder groups and case studies in 2022 as observed, indicate a high level of maturity and accountability to stakeholder issues raised through the materiality process, Social Way 3.0, investor days, accountability forums and the implementation of Stakeholder Engagement Plans at the subsidiary level. Grievance mechanisms are in place for the timely receiving, assessing, resolving and monitoring of grievances from those affected by Anglo American's activities. Responses to stakeholders during 2022 were found to be directly related to the stakeholder concerns and were conducted in a timely, fair and appropriate manner without prejudice to any specific stakeholder group.

Impact: Anglo American Sustainable Mining Plan, which defines the Group's ambitious sustainability goals, was developed through consideration of various critical sustainability risks and opportunities and inclusive of the UN Sustainable Development Goals (SDGs). Each sustainability pillar was linked to individual SDGs and include defined Group targets to be achieved by 2030. The Group measures performance against the defined targets as presented in both qualitative and quantitative performance outcome in the 2022 Sustainability Report. It is recommended that Anglo American maintains its ambitious Sustainable Mining Plan as a driver for positive sustainability impact and enhances its use of specific SDG targets relating to its impact goals to increase its focus in those areas.

##### In relation to ICMM subject matter 3

The processes observed to manage the Group's material risks and opportunities have been applied throughout the Group through the implementation of standards and programmes and have been well articulated in the Sustainability Report and company website. Group Technical Standards define the mandatory minimum requirements set for managing a wide range of specific issues. In relation to sustainability, these include, for example, the management of water, energy, tailings storage facilities and various technical aspects of mining that relate to safety. Through its responsible-sourcing programme, Anglo American aims to ensure that its business partners follow a set of minimum standards of responsible business conduct that are comparable to what Anglo American expects from itself.

##### In relation to ICMM subject matter 4

It was observed that appropriate measures are in place to provide reliable source-data related to the selected sustainability disclosures in the assurance scope for 2022. During the year, Anglo American implemented the Objectives and Targets and Isometrix sustainability data management

systems, which assisted with the collection and consolidation of sustainability information.

Discrepancies in data identified during the assurance process for 2022 mostly related to manual capturing errors on Objectives and Targets and Isometrix that were subsequently corrected. IBIS recommends the implementation of a more rigorous review process, including a review of data directly against supporting evidence, before finalisation and submission. Where possible, consideration should also be given towards the replacement of manual data-related processes with automated alternatives.

##### In relation to ICMM subject matter 5

Anglo American has adopted equivalent responsible mining standards which include the Initiative for Responsible Mining Assurance (IRMA) Standard, Responsible Jewellery Council's (RJC) Code of Practice, The Copper Mark and Towards Sustainable Mining (TSM) which aims to enable the Group to achieve global ethical value chains. Anglo American defined prioritisation for third-party assurance against these recognised certification systems by 2025. Anglo American aligned the prioritisation to conform with the ICMM PE with the prioritisation for certification against equivalent responsible mining standards of its assets. By the end of 2022 Anglo American completed third party assurance over 11 of its operations against either the IRMA Standard, RJC Code of Practice or The Copper Mark. A review of Anglo American's asset prioritisation process for assurance against equivalent schemes and its application confirmed adherence to the PE validation requirements for 2022.

A comprehensive management report detailing specific findings and recommendations for continued sustainability reporting improvement has been submitted to Anglo American management for consideration.



#### Petrus Gildenhuys

Director, IBIS ESG Consulting Africa (Pty) Ltd  
Johannesburg, 3 March 2023



*The assurance statement provides no assurance on the maintenance and integrity of sustainability information on the website, including controls used to maintain this. These matters are the responsibility of Anglo American.*

# Sustainability-linked financing disclosures

## Sustainability-linked finance

We recognise that many of the metals and minerals we produce are critical to the technologies required to decarbonise the world's energy and transport systems. Our commitment to being part of the solution to climate change begins in our own business by meeting our emissions reduction and carbon neutrality goals, while supporting our communities in terms of skills, jobs and helping catalyse new economic activity. This led to our desire to further emphasise our commitments to sustainability and meaningfully link certain of our financing requirements to the sustainability objectives we have for the business.

### Sustainability-Linked Loan with the IFC

On 9 June 2022, Anglo American announced that it had signed a \$100 million 10-year loan agreement with the International Finance Corporation ("IFC") linked to the delivery of sustainability goals that are integral to Anglo American's Sustainable Mining Plan. This sustainability-linked loan is IFC's first in the mining sector and is understood to be the first in the mining sector globally that focuses exclusively on social development indicators. The specific goals tied to the loan agreement are aimed at supporting community development in rural communities close to Anglo American's mining operations across South Africa, including by promoting the creation of jobs as well as improving the quality of education for more than 73,000 students.

### Sustainability-Linked Financing Framework

In September 2022, the Group adopted a financing framework relating to its sustainability strategy and targets and in connection with which we may issue bonds, loans and other financing instruments with a link to sustainability performance targets (the "Sustainability-Linked Financing Framework") in accordance with, among other things, the Sustainability-Linked Bond Principles 2020 administered by the International Capital Markets Association.

## Selection of Key Performance Indicators

The Group's Sustainability-Linked Financing Framework establishes targets to: (i) reduce the sum of the Group's Scope 1 Emissions and Scope 2 Emissions by 30% by 31 December 2030, relative to a 2016 baseline; (ii) reduce the amount of Fresh Water the Group abstracts from Water Scarce Area Operations by 50% by 31 December 2030, relative to a 2015 baseline; and (iii) increase the ratio of Off Site Jobs to On Site Jobs in relevant regions to 5:1 by 31 December 2030 (together, the "Sustainability Targets").

All capitalised terms not otherwise defined in this "Sustainability-Linked Finance" section shall have the meanings given to them in the Offering Circular (as defined below).

### Sustainability-Linked Notes issuance

On 21 September 2022, Anglo American Capital plc issued €745,000,000 4.750 per cent. Guaranteed Sustainability-Linked Notes due 21 September 2032 (the "Sustainability-Linked Notes") guaranteed by Anglo American plc. Under the conditions of the Sustainability-Linked Notes and as specified in the Final Terms (as defined below), the interest rate payable on the Sustainability-Linked Notes is subject to upward adjustment (a "Step Up") where the Group has failed to satisfy one or more of the applicable Sustainability-Linked Note Conditions.

The Sustainability-Linked Notes were issued pursuant to an Offering Circular dated 12 September 2022 (the "Offering Circular") relating to Anglo American's U.S.\$15,000,000,000 Euro Medium Term Note Programme, which can be found at: <https://www.angloamerican.com/emtn-investor-downloads-disclaimer> and Final Terms dated 16 September 2022 (the "Final Terms"), which can be found at: [https://www.rns-pdf.londonstockexchange.com/rns/8181Z\\_1-2022-9-16.pdf](https://www.rns-pdf.londonstockexchange.com/rns/8181Z_1-2022-9-16.pdf)

## Sustainability-Linked Notes reporting and progress

As required by Condition 14A (Available Information) of the Sustainability-Linked Notes, we report the following:

### Absolute GHG emissions

2016 Absolute GHG Emissions Baseline	13.41 Mt CO <sub>2</sub> e
Absolute GHG Emissions Amount for 2022	13.26 Mt CO <sub>2</sub> e
Absolute GHG Emissions Percentage for 2022	1%
Absolute GHG Emissions Percentage Threshold	30%
Recalculation Events in 2022	None
Amendments to the 2016 Absolute GHG Emissions Baseline or Absolute GHG Emissions Percentage Threshold	None

— For more information on GHG emissions  
Visit [www.angloamerican.com/policies-and-data](https://www.angloamerican.com/policies-and-data)

### Fresh Water abstraction

2015 Water Abstraction Baseline	48,666 megalitres per year
Water Abstraction Amount for 2022	35,910 megalitres
Water Abstraction Percentage for 2022	26%
Water Abstraction Percentage Threshold	50%
Recalculation Events in 2022	None
Amendments to the 2015 Water Abstraction Baseline or Water Abstraction Percentage Threshold	None

— For more information on Fresh Water abstraction  
Visit [www.angloamerican.com/policies-and-data](https://www.angloamerican.com/policies-and-data)

## Livelihoods

Livelihoods Ratio for 2022	1.9 Off Site Jobs per 1 On Site Job
Livelihoods Ratio Threshold	5 Off Site Jobs per 1 On Site Job
Recalculation Events in 2022	None
Amendments to the Livelihoods Ratio Threshold	None

— For more information on Livelihoods  
Visit [www.angloamerican.com/policies-and-data](https://www.angloamerican.com/policies-and-data)

## Assurance

In accordance with Condition 14A of the Sustainability-Linked Notes, the Assurance Reports for 2022 have been issued by IBIS consulting as External Verifier and are available on pages 93–94 of this report.

# Basis for the preparation of key sustainability data

Our data governance process, definitions, calculation methodologies and additional guidance notes are documented in the Anglo American Sustainability Indicators, Definitions and Governance business process standard, which is mandatory throughout the business. External verification was, for the purposes of reporting, carried out against this basis of preparation document.

## Organisational boundaries and scope

Anglo American accounts for 100% of operations over which it holds management control. During 2018, we took the decision to exclude the De Beers non-managed joint operations of Debswana and Namdeb from our sustainability reporting. This is in line with industry practice and aligns with the scope and boundary of sustainability reporting. A full list of those operations is available on page 98. Our proportional share of independently managed or non-managed operations is not included in our sustainability reporting scope, unless otherwise stated. Acquisitions and divestments are accounted for from date of acquisition/until date of sale, unless otherwise stated.

## Data sources

Anglo American hosts a single database for reporting key sustainability metrics, including those relating to energy, GHG emissions, water consumption, environmental incidents, occupational health, social performance and safety. Corporate social investment figures are captured in our financial reporting system and collated in a spreadsheet. Consistent reporting processes and indicator definitions have been implemented and applied for all indicators in the assurance scope.

This data is captured on a monthly basis by more than 50 reporting entities and subject to integrity reviews by corporate analysts each quarter. A selection of material indicators is reported internally on a monthly basis and to the executive and Board at each meeting.

It should be noted that while indicators in the assurance scope are reported with a high degree of accuracy, estimates are allowed in December for energy and water consumption data as they are dependent on invoices from utility providers.

## Reporting period

Our reporting year runs from 1 January to 31 December 2022. Changes to historical data follow a formal change request process, which is signed off by relevant heads of functions and restated externally, if material.

## Definitions

### Scope 1 emissions

Scope 1 emissions include CO<sub>2</sub>e emissions from fossil fuels, coal seam gas fugitive emissions, renewable fuels and operational processes. Process emissions include those associated with on-site and managed sewerage facilities, on-site water-treatment facilities, the use of carbonates in acid leaching processes at copper-processing facilities, fugitive emissions during the production of phosphates.

### Scope 2 emissions

Scope 2 emissions include CO<sub>2</sub> from electricity purchased and reported in million tonnes of CO<sub>2</sub>e.

### Total energy use

Total energy use is calculated from electricity purchased, energy from fossil fuels and energy from renewable fuels, and reported in million GJ.

### Operational water withdrawal

Water that enters the operational water system used to meet the operational water demand.

### Other managed water (OMW) withdrawal

Water that is actively managed (e.g. physically pumped, actively treated or has material consumption losses) without intent to supply the operational water demand.

## Total discharge

All water that is released to the water environment (surface water, groundwater or seawater) or to a third party (including operational water and OMW).

## Total consumption

All water that is removed by evaporation, entrainment (in product or waste) or other losses, and not released back to surface water, groundwater, seawater or a third party.

## Operational efficiency (sum of re-use and recycle)

Water that has been used in an operational task and is recovered and used again in an operational task, either without treatment (re-use) or with treatment (recycle).

## Operational water use

The volume of water used in operational tasks.

## Change in storage

The net change (positive or negative) in the volume of water in storage (operational water and OMW) during the reporting period.

## Total work-related fatal injuries

A fatality is an employee or contractor death resulting from a work-related injury. In addition to being work-related, the activity performed must be subject to management control. Anglo American records all work-related losses of life for the purposes of internal and external investigation, management action, legal process and compensation. However, while fatal injuries that result from criminal activity and public-road incidents are recorded for management purposes, these are not included in formal statistics and frequency-rate calculations.

## Fatal injury frequency rate (FIFR)

The FIFR is the rate of fatality per million hours worked for both employees and contractors.

## Total recordable case frequency rate (TRIFR)

The TRIFR is a rate per million hours worked of employee and contractor fatal injuries, lost-time injuries, and medical treatment cases. First-aid cases – minor work-related injuries which, in normal circumstances, are able to be treated successfully in accordance with recognised first-aid training – are not included in this calculation. Injuries are diagnosed by

medical and safety professionals according to Anglo American criteria. These criteria are additional to local legal reporting and compensation requirements.

## Inhalable hazards and carcinogens

Total number of employees assigned to homogeneous exposure groups in an "A" classification band, i.e. ≥OEL (without taking into account PPE) for inhalable hazards for the reporting period.

Inhalable hazards and carcinogens include the following:

- Coal dust (respirable particulate)
- Respirable crystalline silica
- Diesel particulate matter
- Nickel (water soluble compounds)
- copper dusts and mists
- Sulphuric acid mists
- Sulphur dioxides
- Arsenic
- Coal tar pitch volatiles
- Cobalt
- Dust (respirable and inhalable)
- Welding fumes
- Volatile organic compounds (VOCs).

Total number of employees (including long term contractors) exposed to one or more known causes of occupational cancer including, but not limited to, arsenic, coal tar pitch volatiles, cobalt, diesel particulate matter, nickel (soluble and insoluble) and solar radiation at levels ≥ OEL. For solar radiation: the number of workers working in open environments (without roof cover) for periods in excess of four hours per shift exposed to excessive sunlight.

## Cases of noise-induced hearing loss (NIHL)

Number of employees diagnosed with NIHL during the reporting period. New cases are recorded when:

- The rules for diagnostic criteria for occupational disease in Anglo American have been met

- There is a pattern consistent with NIHL on the audiogram
- The average hearing loss at frequencies 0.5, 1, 2, 3 and 4 kHz for both ears is greater than 25 dBA
- There has been a 10 dB change in the average hearing loss since the pre-placement audiogram recorded on employment with Anglo American
- The employee has not previously been counted as NIHL.

#### Number of employees who know their HIV status

The total of all employees who are known to be HIV+ on the medical records (irrespective of year of testing or testing facility) – and who are still in employment at the end of the last reporting year.

Plus the total of all employees whose last test confirmed an HIV sero-negative status (based on a VCT result during a calendar year) – and who are still in employment at the end of the last reporting year.

#### Total amount spent on community social investment

Categories for community social investment (CSI) expenditure include charitable donations, community investment and commercial initiatives. CSI contributions can take the form of cash donations, contributions in kind and employees' working hours spent on charity and volunteering projects during work hours. Not included is expenditure that is necessary for the development of an operation (e.g. resettlement of families) or receiving a licence. Training expenditure for individuals who will be employed by the company following completion of training is not included. CSI is reported in US dollars and converted from the currency of the operations at the average foreign exchange rate applied by Anglo American for financial reporting purposes. Charitable donations include charitable and philanthropic gifts and contributions that tend to be ad hoc.

CSI includes the funding of community partnerships which address social issues, the costs of providing public facilities to community members who are not employees or dependants, the marginal value of land or other assets transferred to community ownership, and income creation schemes or mentoring/ volunteering initiatives that do not have a principally commercial justification. Commercial initiatives include enterprise development and other community initiatives/ partnerships that can also directly support the success of the company (such as supplier development). There must, however be a clear and primary element of public benefit. We prohibit the making of donations for political purposes to any politician, political party or related organisation, an official of a political party or candidate for political office in any circumstances either directly or through third parties.

#### Environmental incident classification

We classify environmental incidents on a scale of 1 to 5 based upon increasing severity, in accordance with the Anglo American 5 x 5 risk matrix, which plots potential incidents against their likelihood of occurring and the severity of their consequence.

A Level 1 incident will have a minor impact on the environment, while at the other extreme, a Level 5 incident will have a major impact on the environment. Correct classification of incidents is important as it determines the level of response, investigation and reporting required.

From 1 January 2018, we implemented an updated classification process for environmental incidents. The updated approach maintains the Level 1-5 classification scale, while providing substantially greater guidance and rigour to the classification process. This change was flagged in our 2017 Sustainable Development Report and, as predicted, the tighter controls associated with the new process have resulted in a small increase in reported Level 3 environmental incidents in 2018 (five).

The following components are taken into consideration when rating the severity of environmental incidents:

Scale: How significant is the size/scale of the impact relative to the size/scale of the receiving environment?

Sensitivity: How sensitive is the receiving environment to the impact? How special or unique is the area that has been impacted?

Remediation and clean-up: How difficult is the impact to contain, remediate and/or clean up? How much time and/or resources are required to manage the incident?

The classification criteria for environmental incidents match the potential complexity of actual environmental incidents. They were developed by our global environmental leadership team, with input from practitioners and piloted in two sites, before being approved by the Sustainability Committee.

# Reporting scope

## As at 31 December 2022

Unless otherwise stated, data included in this report accounts for 100% of the businesses managed by Anglo American. Data for acquisitions is included from the date of acquisition, and divested businesses discontinue reporting from the date of disposal, unless otherwise stated.

### Businesses included in reporting scope

	Country
<b>Platinum Group Metals</b>	
Mining operations	
Amandelbult complex	South Africa
Mogalakwena Mine	South Africa
Mototolo	South Africa
Unki	Zimbabwe
Twickenham project (care and maintenance –C&M)	South Africa
Processing operations	
Waterval smelter	South Africa
Mortimer smelter	South Africa
Polokwane smelter	South Africa
Rustenburg Base Metals Refinery	South Africa
Rustenburg Precious Metals Refinery	South Africa
Unki smelter	Zimbabwe
<b>De Beers</b>	
De Beers Jewellers	Global
De Beers Operations Canada	
Gahcho Kué	Canada
Snap Lake (C&M)	Canada
Victor (closed)	Canada
De Beers Operations South Africa	
Namaqualand (closed)	South Africa
Venetia	South Africa
Voorspoed (closed)	South Africa
Commercial and industrial	
Element Six	Global
Sales and Brands	Global

	Country
<b>Copper</b>	
Chagres smelter	Chile
El Soldado	Chile
Los Bronces	Chile
Quellaveco	Peru
<b>Nickel</b>	
Codemin	Brazil
Barro Alto	Brazil
<b>Kumba Iron Ore</b>	
Kolomela	South Africa
Sishen	South Africa
<b>Iron Ore Brazil</b>	
Minas-Rio	Brazil
<b>Steelmaking Coal</b>	
Moranbah	Australia
Grosvenor	Australia
Capcoal	Australia
Dawson	Australia
Peace River Coal (C&M)	Canada
<b>Crop Nutrients</b>	
Woodsmith project	United Kingdom
<b>Other</b>	
Vergelegen wine farm	South Africa
Corporate offices	Global
Discovery	Global

### Joint ventures, associates, investments and other interests excluded from reporting scope

	Country
<b>Platinum Group Metals</b>	
Masa Chrome Company	South Africa
Modikwa Platinum Joint Operation	South Africa
Kroondal Pooling and Sharing Agreement	South Africa
Bokoni (C&M)	South Africa
Atlatsa Resources Corporation	South Africa
Wesizwe Platinum Limited	South Africa
<b>De Beers</b>	
Botswana	
Damtshaa	Botswana
Jwaneng	Botswana
Orapa	Botswana
Lethakane	Botswana
Diamond Trading Company Botswana	Botswana
Namdeb	
Namdeb Diamond Corporation	Namibia
Debmarine Namibia	Namibia
Namibia Diamond Trading Corporation	Namibia
<b>Copper</b>	
Collahuasi	Chile
<b>Iron Ore and Manganese</b>	
Iron Ore Brazil – Ferroport	Brazil
Samancor	Australia and South Africa
<b>Thermal Coal</b>	
Dalrymple Bay Coal Terminal Pty Ltd	Australia

# Commitments to external initiatives and memberships

## International Council on Mining and Metals

As a member of the International Council on Mining and Metals (ICMM), Anglo American adheres to the 10 ICMM Principles, which serve as a best-practice framework for sustainable development in the mining and metals industry. We also adhere to ICMM Position Statements on various issues that are critical to the mining industry.

Anglo American complies with the ICMM Sustainable Development Framework, Principles, Position Statements and reporting requirements

Our compliance with the ICMM's requirements is addressed throughout this report. In line with our ICMM commitments, in 2022 we completed our self-assessments against the ICMM Performance Expectations. Our ICMM assurance procedure and outcome of these performance self-assessments are available on our website.

— ICMM assurance procedure  
Visit [www.angloamerican.com/ICMM-assurance](http://www.angloamerican.com/ICMM-assurance)

— ICMM performance self-assessments  
Visit [www.angloamerican.com/ICMM-performance](http://www.angloamerican.com/ICMM-performance)

This account includes the following elements of the ICMM Assurance Procedure:

- The alignment of our sustainability policies against the 10 Principles and mandatory requirements of the Position Statements
- Our process for identifying specific sustainable development risks and opportunities
- The existence and implementation of systems and approaches for managing sustainable development risk and opportunities
- Our performance across a selection of identified material sustainable development risks and opportunities
- Our disclosure in accordance with the GRI.

## 10 Principles

- Principle 1: Apply ethical business practices and sound systems of corporate governance and transparency to support sustainable development

- Principle 2: Integrate sustainable development in corporate strategy and decision-making processes
- Principle 3: Respect human rights and the interests, cultures, customs and values of employees and communities affected by our activities
- Principle 4: Implement effective risk-management strategies and systems based on sound science and which account for stakeholder perceptions of risks
- Principle 5: Pursue continual improvement in health and safety performance with the ultimate goal of zero harm
- Principle 6: Pursue continual improvement in environmental performance issues, such as water stewardship, energy use and climate change
- Principle 7: Contribute to the conservation of biodiversity and integrated approaches to land-use planning
- Principle 8: Facilitate and support the knowledge base and systems for responsible design, use, re-use, recycling and disposal of products containing metals and minerals
- Principle 9: Pursue continual improvement in social performance and contribute to the social, economic and institutional development of host countries and communities
- Principle 10: Proactively engage key stakeholders on sustainable development challenges and opportunities in an open and transparent manner. Effectively report and independently verify progress and performance.

## ICMM position statements

- Water stewardship
- Tailings governance
- Indigenous Peoples and mining
- Principles for climate change policy design
- Mining partnerships for development
- Transparency of mineral revenues
- Mining and protected areas
- Mercury risk management.

## United Nations Global Compact

The UN Global Compact (UNGC) is a principles-based approach to sustainability, derived from UN declarations. Our Communication on Progress highlights our progress toward implementation of the principles and our support for the UNGC's development objectives.

Anglo American is a signatory to the United Nations (UN) Global Compact Principles, through which we commit to:

- Supporting and respecting the protection of internationally proclaimed human rights
- Ensuring that we are not complicit in human rights abuses
- Upholding the freedom of association and the effective recognition of the right to collective bargaining
- Eliminating all forms of forced and compulsory labour
- Ensuring the effective abolition of child labour
- Eliminating discrimination in respect of employment and occupation
- Supporting a precautionary approach to environmental challenges
- Undertaking initiatives to promote greater environmental responsibility
- Encouraging the development and diffusion of environmentally friendly technologies
- Work against corruption in all its forms, including extortion and bribery.

Our approach to complying with the UN Global Compact Principles is integrated throughout this report.

## UN Guiding Principles on Business and Human Rights

The UN Guiding Principles on Business and Human Rights (UNGPs) is a framework, which aims to show the progress an organisation is making regarding respecting human rights. Anglo American is committed to operating in a manner consistent with the guiding principles.

## SDGs

We have developed our Sustainable Mining Plan through extensive internal and external engagement and analysis of critical opportunities and risks, including the UN Sustainable Development Goals (SDGs).

## GRI Standards

The Global Reporting Initiative (GRI) standards were the first, common sustainability standards for organisations to report their sustainability impacts in a consistent and credible way, while meeting the needs of multiple stakeholders. Our sustainability report is prepared in accordance with the GRI standards core-level option.

Our GRI table is found on pages 101–103.

## TCFD

The Task Force on Climate-related Financial Disclosures (TCFD) is a framework which enables companies to provide better information to investors across four key areas; climate change governance, risk, strategy and, metrics and targets.

Anglo American's response can be found on page 55 of this report and the Integrated Annual Report on pages 114–120.

## EITI

We have been a signatory to the Extractive Industries Transparency Initiative (EITI) since its inception. This is built on the belief that to build trust and a sustainable licence to operate, we need to have open and inclusive conversations about the cost-benefits of mining. We remain committed to the multi-stakeholder group approach that lies at the heart of the EITI accountability process and aim to replicate this approach everywhere we operate including in countries which are not EITI signatories.

## Voluntary Principles on Security and Human Rights

The Voluntary Principles on Security and Human Rights are an internationally recognised set of principles that guide companies on how to conduct their security operations while ensuring respect for human rights.

### Initiative for Responsible Mining Assurance

The Initiative for Responsible Mining Assurance (IRMA) offers third-party verification and certification against a comprehensive standard for all mined metals. Anglo American's commitment to IRMA is linked to our Sustainable Mining Plan commitment for all mines to undergo third-party audits against recognised responsible mine certification systems.

### Industry associations

Industry associations play an important role for Anglo American around the world. Our memberships of, and partnerships with, industry associations allow us to share best practice and be well informed on relevant technical, political and social developments. They also offer a route for Anglo American's voice to be amplified alongside peer companies in policy and other debates. We expect the same standards of behaviour from the industry associations of which we are a member as we would from any other organisation with which we partner. This expectation is reflected in the working with institutional stakeholders' element of the Business Integrity section of our Code of Conduct. Our Group Business Integrity Policy also clarifies that this also applies to our dealings with industry associations.

We publish details regarding all of our association memberships on our website. We are also committed to a biennial review of alignment between Anglo American policies related to climate change and human rights and policy positions taken by industry associations of which we are a member.

Our latest review is available on our website.

— For more on our industry associations  
Visit [www.angloamerican.com/sustainable-mining-plan/trusted-corporate-leader/policy-advocacy](https://www.angloamerican.com/sustainable-mining-plan/trusted-corporate-leader/policy-advocacy)

# GRI standards contents index

Anglo American has reported the information cited in this GRI content index for the reporting period 1 January 2022 – 31 December 2022, with reference to the GRI Standards.

## GRI 1: Foundation 2021

The content index reflects where our material issues have been reported against related disclosures and management approach. Where information is available, we have also included additional disclosures beyond our core material topics. To locate the topics and our responses, please refer to the location column where we have provided the source of information and, in some instances, have included a direct response within the index. The references include our Sustainability Report 2022, Integrated Annual Report 2022, and Tax and Economic Contribution Report 2022.

— See more on our sustainability data on the Anglo American website  
Visit [www.angloamerican.com/sustainabilitydata](http://www.angloamerican.com/sustainabilitydata)

GRI standard	Indicator	Disclosure	Location
<b>GRI 2: General Disclosures 2021</b>	<b>2-1</b>	2-1 Organizational details	SR: 3-4
	<b>2-2</b>	2-2 Entities included in the organization's sustainability reporting	SR: 98
	<b>2-3</b>	2-3 Reporting period, frequency and contact point	SR: 96; 105
	<b>2-4</b>	2-4 Restatements of information	Any material restatements will be reflected in the data tables on the Anglo American website.
	<b>2-5</b>	2-5 External assurance	SR: 93-94
	<b>2-6</b>	2-6 Activities, value chain and other business relationships	SR: 9,35, 89-90
	<b>2-7</b>	2-7 Employees	See more on sustainability data tables.
	<b>2-8</b>	2-8 Workers who are not employees	See more on sustainability data tables.
	<b>2-9</b>	2-9 Governance structure and composition	SR: 49-51
	<b>2-10</b>	2-10 Nomination and selection of the highest governance body	IAR: 148
	<b>2-11</b>	2-11 Chair of the highest governance body	IAR: 124
	<b>2-12</b>	2-12 Role of the highest governance body in overseeing the management of impacts	SR: 49-51; IAR:130-131
	<b>2-13</b>	2-13 Delegation of responsibility for managing impacts	SR: 49-51
	<b>2-14</b>	2-14 Role of the highest governance body in sustainability reporting	SR: 50
	<b>2-15</b>	2-15 Conflicts of interest	IAR: 124-126; Anglo American Code of Conduct.
	<b>2-16</b>	2-16 Communication of critical concerns	SR: 49-51
	<b>2-17</b>	2-17 Collective knowledge of the highest governance body	IAR: 127

GRI standard	Indicator	Disclosure	Location	
	<b>2-18</b>	2-18 Evaluation of the performance of the highest governance body	IAR:138-139	
	<b>2-19</b>	2-19 Remuneration policies	IAR: 160-204	
	<b>2-20</b>	2-20 Process to determine remuneration	IAR: 160-204	
	<b>2-21</b>	2-21 Annual total compensation ratio	IAR: 200	
	<b>2-22</b>	2-22 Statement on sustainable development strategy	SR: 5-8,16-21	
	<b>2-23</b>	2-23 Policy commitments	SR 35-36; Anglo American Code of Conduct	
	<b>2-24</b>	2-24 Embedding policy commitments	SR: 35-36, 90	
	<b>2-25</b>	2-25 Processes to remediate negative impacts	See more in each section of the Sustainability Report.	
	<b>2-26</b>	2-26 Mechanisms for seeking advice and raising concerns	SR: 35-36	
	<b>2-27</b>	2-27 Compliance with laws and regulations	AR: 137; 212; 322-325	
	<b>2-28</b>	2-28 Membership associations	SR: 85; Further information available on the Anglo American Website	
	<b>2-29</b>	2-29 Approach to stakeholder engagement	SR 11-15	
	<b>2-30</b>	2-30 Collective bargaining agreements	SR: 43	
	<b>GRI 3: Material Topics 2021</b>	<b>3-1</b>	Process to determine material topics	SR: 22
		<b>3-2</b>	List of material topics	SR: 23
		<b>3-3</b>	Management of material topics	SR: See the material topics within the report. For some material topics we are refining our approach to this disclosure.
	<b>GRI 201: Economic Performance 2016</b>	<b>201-1</b>	Direct economic value generated and distributed	SR: 91
<b>201-2</b>		Financial implications and other risks and opportunities due to climate change	IAR: 114-119. Please refer to our TCFD table. Climate change matters are covered throughout the Integrated Annual Report and Sustainability Report.	
<b>201-3</b>		Defined benefit plan obligations and other retirement plans	IAR: 294-295	
<b>GRI 202: Market Presence 2016</b>	<b>202-1</b>	Ratios of standard entry level wage by gender compared to local minimum wage	TEC: 22	
<b>GRI 203: Indirect Economic Impacts 2016</b>	<b>203-1</b>	Infrastructure investments and services supported	SR: 77-81, 91-91	
	<b>203-2</b>	Significant indirect economic impacts	Examples can be found throughout the Sustainability Report and Integrated Annual Report.	
<b>GRI 204: Procurement Practices 2016</b>	<b>204-1</b>	Proportion of spending on local suppliers	See more on sustainability data tables.	

GRI standard	Indicator	Disclosure	Location
<b>GRI 205: Anti-corruption 2016</b>	<b>205-1</b>	Operations assessed for risks related to corruption	SR: 35
	<b>205-2</b>	Communication and training about anti-corruption policies and procedures	SR: 35; See more on sustainability data tables.
	<b>205-3</b>	Confirmed incidents of corruption and actions taken	SR: 35-36. None.
<b>GRI 206: Anti-competitive Behavior 2016</b>	<b>206-1</b>	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	SR: 35-36. None.
<b>GRI 207: Tax 2019</b>	<b>207-1</b>	Approach to tax	TEC: 40-41
	<b>207-2</b>	Tax governance, control, and risk management	TEC: 40-41
	<b>207-3</b>	Stakeholder engagement and management of concerns related to tax	TEC: 40-41
	<b>207-4</b>	Country-by-country reporting	TEC: 40-41
<b>GRI 302: Energy 2016</b>	<b>302-1</b>	Energy consumption within the organization	SR: 18, 55-57; See more on sustainability data tables. We disclose fuel use in unit of measure.
	<b>302-2</b>	Energy consumption outside of the organization	Not material.
	<b>302-3</b>	Energy intensity	See more on sustainability data tables.
	<b>302-4</b>	Reduction of energy consumption	SR: 56
<b>GRI 303: Water and Effluents 2018</b>	<b>303-1</b>	Interactions with water as a shared resource	SR: 62-65. See more on sustainability data tables.
	<b>303-2</b>	Management of water discharge-related impacts	SR: 60, 62-67. See more on sustainability data tables.
	<b>303-3</b>	Water withdrawal	See more on sustainability data tables.
	<b>303-4</b>	Water discharge	See more on sustainability data tables.
	<b>303-5</b>	Water consumption	SR: 64
<b>GRI 304: Biodiversity 2016</b>	<b>304-1</b>	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	SR: 62
	<b>304-2</b>	Significant impacts of activities, products and services on biodiversity	SR: 61-62 ; we are working to improve our disclosure on 304-2 b in the coming years.
<b>GRI 305: Emissions 2016</b>	<b>305-1</b>	Direct (Scope 1) GHG emissions	SR: 01, 55-57; See more on sustainability data tables; See Scope 3 emissions report.
	<b>305-2</b>	Energy indirect (Scope 2) GHG emissions	SR: 01, 55-57
	<b>305-3</b>	Other indirect (Scope 3) GHG emissions	SR: 55-57; See Scope 3 emissions report.
	<b>305-4</b>	GHG emissions intensity	See more on sustainability data tables.
	<b>305-5</b>	Reduction of GHG emissions	SR: 55-57
	<b>305-6</b>	Emissions of ozone-depleting substances (ODS)	See more on sustainability data tables.
	<b>305-7</b>	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	SR: 68; See more on sustainability data tables.

GRI standard	Indicator	Disclosure	Location
<b>GRI 306: Waste 2020</b>	<b>306-1</b>	Waste generation and significant waste-related impacts	SR: 69-71
	<b>306-2</b>	Management of significant waste-related impacts	SR: 71
	<b>306-3</b>	Waste generated	SR: 72; See more on sustainability data tables.
	<b>306-4</b>	Waste diverted from disposal	SR: 71; See more on sustainability data tables.
	<b>306-5</b>	Waste directed to disposal	SR: 71; See more on sustainability data tables.
<b>GRI 308: Supplier Environmental Assessment 2016</b>	<b>308-1</b>	New suppliers that were screened using environmental criteria	SR: 89-90
	<b>308-2</b>	Negative environmental impacts in the supply chain and actions taken	SR: 89-90
<b>GRI 401: Employment 2016</b>	<b>401-1</b>	New employee hires and employee turnover	SR: 42; See more on sustainability data tables.
	<b>401-2</b>	Benefits provided to full-time employees that are not provided to temporary or part-time employees	We are unable to provide this data at a Group level due to different regulatory requirements in the jurisdictions where we operate.
	<b>401-3</b>	Parental leave	SR: 42
<b>GRI 402: Labor/Management Relations 2016</b>	<b>402-1</b>	Minimum notice periods regarding operational changes	We are unable to provide this data at a Group level due to different regulatory requirements in the jurisdictions where we operate.
<b>GRI 403: Occupational Health and Safety 2018</b>	<b>403-1</b>	Occupational health and safety management system	SR: 52
	<b>403-2</b>	Hazard identification, risk assessment, and incident investigation	SR: 25-27
	<b>403-3</b>	Occupational health services	SR: 29-31
	<b>403-4</b>	Worker participation, consultation, and communication on occupational health and safety	SR: 29-31
	<b>403-5</b>	Worker training on occupational health and safety	SR: 25-27; 29-31
	<b>403-6</b>	Promotion of worker health	SR: 29-31
	<b>403-7</b>	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR: 29-30, 78
	<b>403-8</b>	Workers covered by an occupational health and safety management system	SR: 29-31
	<b>403-9</b>	Work-related injuries	SR: 26
	<b>403-10</b>	Work-related ill health	SR: 29-30

GRI standard	Indicator	Disclosure	Location
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	SR: 37-38; Anglo American measures training in monetary terms, as well as the number of individuals in structured programmes.
	404-2	Programs for upgrading employee skills and transition assistance programs	SR: 37,40
	404-3	Percentage of employees receiving regular performance and career development reviews	25% of employees had a formal performance review on Team+.
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	SR: 43; AR: 62
	405-2	Ratio of basic salary and remuneration of women to men	SR: 43 (UK Gender Gap highlights); AR: 62; 197-198
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken	SR: 36; 42; 48. Details associated with potential incidents of discrimination are confidential. However, actions taken on YourVoice complaints are included on page 36, including our prioritisation of gender-based discrimination on page 48.
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	SR: 89-90
<b>GRI 408: Child Labor 2016</b>	408-1	Operations and suppliers at significant risk for incidents of child labor	SR: 89-90. This risk is managed via the Anglo American Responsible Sourcing Standard. No operation is considered to be at significant risk for incidents of child labour. No instances of child labour were reported in 2022.
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	SR 89-90. No operation is considered to be at significant risk for incidents of forced or compulsory labour. This risk is managed via the Anglo American Responsible Sourcing Standard.
<b>GRI 410: Security Practices 2016</b>	410-1	Security personnel trained in human rights policies or procedures	6,592 employees and contractors were trained in the Voluntary Principles on Security and Human Rights. See Sustainability Data.
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1	Incidents of violations involving rights of indigenous peoples	SR: 46
<b>GRI 413: Local Communities 2016</b>	413-1	Operations with local community engagement, impact assessments, and development programs	SR: 74-75
	413-2	Operations with significant actual and potential negative impacts on local communities	SR: 74:75
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1	New suppliers that were screened using social criteria	SR: 89-90
	414-2	Negative social impacts in the supply chain and actions taken	SR: 89-90

GRI standard	Indicator	Disclosure	Location
<b>GRI 415: Public Policy 2016</b>	415-1	Political contributions	SR 84. No political donations were made in accordance with Anglo American's Code of Conduct.
<b>GRI 416: Customer Health and Safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories	Not applicable to the mining industry
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable to the mining industry.
<b>GRI 417: Marketing and Labeling 2016</b>	417-1	Requirements for product and service information and labeling	Not applicable to the mining industry.
	417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable to the mining industry.
	417-3	Incidents of non-compliance concerning marketing communications	Not applicable to the mining industry.
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not material to the Group.

#### GRI content index

Omissions	Indicator	Disclosure	Explanation
<b>GRI 201: Economic Performance 2016</b>	201-4	Financial assistance received from government	We are looking to improve on our disclosures in this area in the coming years.
<b>GRI 202: Market Presence 2016</b>	202-2	Proportion of senior management hired from the local community	We are looking to improve the collection of this detail across the geographies in which we operate.
<b>GRI 301: Materials 2016</b>	301-1	Materials used by weight or volume	We are looking to improve on our disclosures in this area in the coming years.
	301-2	Recycled input materials used	We are looking to improve on our disclosures in this area in the coming years.
	301-3	Reclaimed products and their packaging materials	We are looking to improve on our disclosures in this area in the coming years.
<b>GRI 302: Energy 2016</b>	302-5	Reductions in energy requirements of products and services	We do not report against 302-5. We do disclose the Scope 3 emissions and these can be found on the sustainability data tables.
<b>GRI 304: Biodiversity 2016</b>	304-3	Habitats protected or restored	We are working to improve our disclosure on 304-3 in the coming years.
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	We are working to improve our disclosure on 304-3 in the coming years.

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— Tax and Economic Contribution Report 2022  
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# Contacts and other information

## Group terminology

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This document includes forward-looking statements. All statements other than statements of historical facts included in this document, including, without limitation, those regarding Anglo American's financial position, business, acquisition and divestment strategy, dividend policy, plans and objectives of management for future operations, prospects and projects (including development plans and objectives relating to Anglo American's products, production forecasts and Ore Reserve and Mineral Resource positions) and sustainability performance related (including environmental, social and governance) goals, ambitions, targets, visions, milestones and aspirations, are forward-looking statements. By their nature, such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of Anglo American or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

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## Other Anglo American reports

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Climate Change Report  
UK Modern Slavery Act statement  
Voluntary Principles on Security and Human Rights  
UK Gender Pay Gap Report  
Transformation Performance Report  
Ore Reserves and Mineral Resources Report

## Business units

Building Forever at [www.debeersgroup.com](http://www.debeersgroup.com)  
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