

OUR MATERIAL TOPICS

PERFORMANCE DATA 2017-2019

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NOTES

1. Due to rounding, figures may not add up to the exact total in all cases.
2. The following data sets are excluded from the assurance process that covers the rest of our reporting for 2019:
 - **Health and Wellbeing** Performance Data published under Figures 28-36.
 - **Zimele** Performance Data published under Figure 7.
 - Data and information within the scope of the report that is already subject to independent third party audit and opinion. This was relied upon and the verification effort was not repeated. It includes:
 - o statements regarding De Beers Group's Kimberley Process compliance and certification of its diamonds as conflict-free;
 - o the review of source documentation for select environment, health and safety data that is already assured through Anglo American's reporting; and
 - o financial data included in the Report subject to external financial audit, including but not limited to any statements relating to production, tax, sales, and financial investments.

Figure 1. De Beers Group payments to stakeholders (consolidated accounting basis) (USD million)

	2017	2018	2019
Partners, joint ventures and suppliers	3,851	4,242	3,478
Employees	583	634	588
Government taxation	278	195	173
Finance providers	22	21	18
Dividends to shareholders	16	10	9

Figure 2. Regional breakdown of De Beers Group payments to stakeholders (consolidated accounting basis) (USD million)

	2017	2018	2019
Africa	3,811	3,867	3,070
North America	318	414	408
Europe	540	639	586
Asia	82	181	204
Other	0	0	0

Figure 3. Local Sightholders qualifying for the current contract period

	2017	2018	2019
Botswana	18	16	17
Namibia	11	11	10
South Africa	7	6	5
Canada	1	1	2

Figure 4. Social Way Assessment Scores

	2017	2018	2019
Serious non-compliance	0	0	0
Moderate non-compliance	9	11	7
Compliant	50	23	16
Good practice	27	37	36
Best practice	14	27	16

Figure 5. Inclusive procurement as a proportion of total spend (%)

	2017	2018	2019
South Africa	67	70	97
Namibia	44	48	39
Botswana	83	82	80
Canada	26	24	19

Figure 6. Enterprise development – Tokafala

	Additional in 2017	Additional in 2018	Additional in 2019	Since inception (in 2014)
Jobs supported	794	511	807	4,257
Enterprises supported	149	141	130	687
Percentage of enterprises that are female-owned	41	40	55	44

Footnote: The 2018 figure for number of jobs supported by Tokafala is a re-statement of data. The original figure reported was 598 jobs, but this was an estimated figure. The official 2018 impact assessment for the programme confirmed that there were 511 jobs supported. The 2019 data for the number of jobs supported is an estimated figure and subject to change once the official impact assessment has been completed in 2020.

Figure 7. Enterprise development – Zimele

	Additional in 2017	Additional in 2018	Additional in 2019	Since inception (in 2009)
Jobs supported	293	827	475	4,447
Enterprises supported	101	189	120	618
Percentage of enterprises that are female-owned	38	43	33	40

Figure 8. Social investment spend by country (USD million)

	2017	2018	2019
Canada	5.4	4.3	0.5
Namibia	7.9	8.6	7.3
South Africa	3.2	3.1	6
Botswana	8.6	8.4	12.7
Other	0.15	0.3	0.4
TOTAL	25.2	24.7	26.9

Figure 9. Social investment spend by type of initiative (USD million)

	2017	2018	2019
Health and HIV	7.7	7.4	11.6
Education	2.1	2.2	4.9
Arts, culture and heritage and sports	1.5	1.2	1.4
Institutional capacity development	0.1	0.3	0.2
Community and infrastructure development projects and small business development	13.2	13.2	8.1
Other, including emergency relief, housing and environmental	0.6	0.4	0.6
TOTAL	25.2	24.7	26.9

Figure 10. BPP Programme coverage - people, entities and countries

	2017	2018	2019
Number of people	365,158	353,001	346,349
Number of entities	2,948	2,805	2,718
Number of countries	79	78	77

Figure 11. De Beers Group site visits for the BPP programme cycle

	2017	2018	2019
Number of De Beers Group site visits	11	7	13

Figure 12. Sightholder visits for the BPP programme cycle

	2017	2018	2019
Number of Sightholder visits for BPP cycle	124	113	109

Figure 13. De Beers Group infringements

	2017	2018	2019
Total number of De Beers Group infringements	32	0	5

Figure 14. Sightholder infringements

	2017	2018	2019
Sightholder 'business' infringements	195	153	85
Sightholders 'social' infringements	253	283	267
Sightholder 'environment' infringements	14	3	9
Total number of Sightholder infringements	462	439	363
Number of Sightholder major infringements	30	33	28

Footnotes:

- Please note that single or multiple findings can be raised per BPP requirement, per site, which translate into a single infringement against the relevant BPP requirement
- The number of infringements includes opportunities for improvement that were identified.
- Total number of Sightholder infringements in 2019 included two infringements related to the integrity of the BPP Programme. These are not captured in the Business, Social or Environmental infringements categories but are captured in the Total figure.

Figure 15. Business Integrity Implementation Plans and self-assessments

	2017	2018	2019
Number of business units and corporate functions that submitted self-assessments or Business Integrity Implementation Plans (as applicable).	15	17	17

Figure 16. Whistleblowing investigations

	2017	2018	2019
Number of investigations into alleged illegalities / breaches of De Beers policies resulting from whistleblowing reports and internal investigations	320	419	411

Figure 17. Dismissals as a result of illegalities

	2017	2018	2019
Number of dismissals	33	65	42

Figure 18. Workforce by type of employee

	2017	2018	2019
Direct employees	14,947	15,037	14,616
Permanent employees	13,462	13,318	12,944
Fixed term employees	1,062	1,258	1,324
Total workforce	20,456	20,875	19,150

Footnote: Direct employees includes permanent employees, those of fixed term contracts and trainees.

Figure 19. Workforce based in Africa (%)

	2017	2018	2019
Percentage of direct employees in Africa	82.4	81.21	81.27

Figure 20. Workforce by region

	2017	2018	2019
Africa - fixed term employees	866	1,008	1,078
Africa - Permanent	11,022	10,750	10,458
Asia - fixed term employees	13	72	70
Asia - permanent	357	396	404
Europe and Middle East - fixed term employees	135	124	127
Europe and Middle East - permanent	1,139	1,296	1,341
America - fixed term employees	48	54	49
America - permanent	944	876	741

Figure 21. Workforce by grade

	2017	2018	2019
Grade 9 UK/GBF2	1	1	1
F-Band/Grade 8/GBF3	14	14	14
EU-Band/Grade 7/GBF4	80	80	80
EL-Band/Grade 6/GBF5	352	352	370
DL & DU-Band/Grade 4&5/GBF6	2,045	2,045	2,069
CU-Band/Grade 3/GBF7	2,694	2,694	2,606
CL-Band/Grade 2/GBF8 - GBF10	9,851	9,851	9,240
TOTAL	15,037	15,037	14,380

Footnote: These figures exclude 'no graders'.

Figure 22. Employees covered by collective bargaining agreements (%)

	2017	2018	2019
Percentage of employees covered by collective bargaining agreements across our African operations	41.81	51.02	49.28

Figure 23. Employees at lower grades covered by collective bargaining agreements at African operations (%)

	2017	2018	2019
DBCM	85.7	83.5	60.2
Debswana Diamond Company	58.5	55.6	64.7
Namdeb (land operations)	77.1	79.7	74.8

Footnote: These figures are for employees in CL-band/Grade 2/bands GFB8-10 at our African operations

Figure 24. Employee turnover (%)

	2017	2018	2019
Overall employee turnover	10.0	8.3	10.4
Resigned, redundant, retired, contract completed	9.3	7.6	9.8
Dismissed	0.7	0.7	0.6

Figure 25. Employee turnover by region

		2017	2018	2019
Africa	Resigned, redundant, retired, contracts completed	1141	772	1055
	Dismissed	77	72	64
Asia Pacific	Resigned, redundant, retired, contracts completed	21	38	31
	Dismissed	2	2	8
Europe and Middle East	Resigned, redundant, retired, contracts completed	81	110	121
	Dismissed	5	13	8
Americas	Resigned, redundant, retired, contracts completed	149	219	225
	Dismissed	24	15	13

Figure 26. Employee turnover by gender (%)

	2017	2018	2019
Male	9.53	7.80	9.60
Female	11.59	9.67	12.68

Footnote: These figures show turnover by gender as a percentage of the total male/female workforce.

Figure 27. Frequency rate

	2017	2018	2019
Lost time injury frequency rate (LTIFR)	0.57	0.72	0.55
Total recordable case frequency rate (TRCFR)	1.9	2.1	1.83

Definitions:

1. Lost time injury frequency rate (LTIFR) - Number of lost time injuries multiplied by 1,000,000, divided by the number of working hours worked.

2. Total recordable case frequency rate (TRCFR) - Number of recordable cases multiplied by 1,000,000, divided by the number of working hours worked.

Footnote: The 2018 TRCFR figure was incorrectly reported as 2.08 and the correct figure of 2.1 has been re-stated here.

Figure 28. Occupational Health

	2017	2018	2019
Cases of occupational disease (level 3-5)	1	2	1
Voluntary counselling and testing (%)	81	89	90
Number of people exposed to respirable dust (Category A)	114	367	134
Number of people exposed to noise (decibels)	4,996	4,842	4,603
Number of people potentially exposed to occupational cancers	65	0	0

Footnotes:

- Respirable dust (Category A) includes respirable dust and coal dust.
- Potential exposure to occupational cancers includes exposure to silica and Diesel Particulate Matter. Potentially exposed employees operate in an environment with controls, not limited to personal protective equipment, to manage and mitigate risk.

Figure 29. Occupational disease

	2017	2018	2019
New cases of occupational disease	1	2	1

Footnote: The one incident of occupational disease in 2019 was a case of noise induced hearing loss.

Figure 30. Absenteeism

	2017	2018	2019
Absenteeism rate	2.24	2.5	Not reported

Footnote: The 2019 figure for absenteeism is not reported as the data was not available.

Figure 31. Employees tested for HIV

	2017	2018	2019
Number of employees tested for HIV	9,125	9,575	9,878

Figure 32. Proportion of the workforce who know their HIV status (%)

	2017	2018	2019
Proportion of the workforce who know their HIV status	81	89	90

Figure 33. Number of employees receiving anti-retroviral therapy (ART)

	2017	2018	2019
Number of employees receiving ART as part of De Beers HIV programme in South Africa	168	146	131
Number of employees receiving ART as part of De Beers HIV programme in Botswana	791	820	856
Number of employees receiving ART as part of De Beers HIV programme in Namibia	179	185	122
Total number of employees receiving ART	1,138	1,151	Not reported

Footnote: The 2019 figures for employees receiving ART in Botswana and Namibia are not reported as the data was not available.

Figure 34. Number of new cases of HIV among employees in southern Africa

	2017	2018	2019
Number of new cases of HIV	82	124	80

Figure 35. Proportion of workforce with access to free and confidential HIV testing and wellbeing programmes

	2017	2018	2019
Employees with access to free testing and wellbeing programmes (%)	100	100	100

Figure 36. Incidence of tuberculosis

	2017	2018	2019
Incidence of tuberculosis per 100,000 full time employees	81	53	46

Figure 37. Investment in employee training and development (USD million)

	2017	2018	2019
Investment in employee training	18.7	29.9	19.4

Figure 38. Number of employees receiving training

	2017	2018	2019
Total number of employees receiving training	14,169	19,332	10,496

Figure 39. Hours of training delivered

	2017	2018	2019
Total number of hours of training delivered	712,293	767,921	635,238
Average hours of training per year per employee	50	40	61

Figure 40. Local and historically disadvantaged employees in management (%)

	2017	2018	2019
South Africa (Historically disadvantaged South Africans) in the workforce	88.67	89.14	85.85
South Africa (Historically disadvantaged South Africans) in management	61.29	62.52	59.39
South Africa (Historically disadvantaged South Africans) in senior management	25.00	33.33	47.37
Namibia (Historically disadvantaged Namibians) in the workforce	89.02	89.74	90.52
Namibia (Historically disadvantaged Namibians) in management	63.21	65.47	66.79
Namibia (Historically disadvantaged Namibians) in senior management	50.00	57.14	66.67
Botswana (local citizens) in the workforce	97.67	98.28	98.57
Botswana (local citizens) in management	89.93	92.31	93.18
Botswana (local citizens) in senior management	76.92	83.33	83.33

Figure 41. Women in the workforce and in management positions (%)

	2017	2018	2019
Women in the workforce	24.5	26.1	26.3
Women in management positions	28.3	29.3	29.8
Women in senior management positions	14.4	20.0	24.2

Figure 42. Women in the workforce and in management positions, by business unit (%)

	2017	2018	2019
Total employees, De Beers Group	24.5	26.1	26.3
Total employees, De Beers Canada	19.2	19.6	18.2
Total employees, DBCM	24.4	25.8	23.8
Total employees, Debswana	21.2	22.0	22.3
Total employees, Namdeb	20.5	20.0	20.3
Total employees, Debmarine Namibia	13.0	13.6	14.2
Total employees, Debmarine SA	18.5	20.9	20.8
Total employees, DBAS	42.5	38.5	44.2
Total employees, Forevermark	46.1	48.2	49.0
Total employees, De Beers Group Services	40.5	42.0	42.9
Total employees, DTC	47.8	48.4	49.1
Total employees, Exploration	41.2	42.2	43.2
Total employees, Element Six	24.2	24.3	25.9
Total employees, DBGSS and DBSA	47.8	52.3	53.1
Management employees, De Beers Group	28.3	29.3	29.8
Management employees, De Beers Canada	22.0	23.9	25.2
Management employees, DBCM	26.9	27.1	27.0
Management employees, Debswana	25.1	25.6	26.0

Management employees, Namdeb	33.3	33.1	34.8
Management employees, Debmarine Namibia	28.0	30.8	30.7
Management employees, Debmarine SA	18.0	22.0	20.9
Management employees, DBAS	35.3	40.0	33.3
Management employees, Forevermark	55.2	50.4	53.3
Management employees, De Beers Group Services	33.5	34.6	33.8
Management employees, DTC	38.3	37.3	38.6
Management employees, Exploration	33.3	37.3	36.5
Management employees, Element Six	23.1	23.8	25.6
Management employees, DBGSS and DBSA	33.3	40.7	43.0
Senior management employees, De Beers Group	14.4	20.0	24.2
Senior management employees, De Beers Canada	0.0	0.0	0.0
Senior management employees, DBCM	16.7	16.7	25.0
Senior management employees, Debswana	19.1	15.8	16.7
Senior management employees, Namdeb	0.0	0.0	0.0
Senior management employees, Debmarine Namibia	0.0	0.0	0.0
Senior management employees, Debmarine SA	0.0	0.0	0.0
Senior management employees, DBAS	0.0	0.0	0.0
Senior management employees, Forevermark	25.0	25.0	25.0
Senior management employees, De Beers Group Services	10.7	27.6	39.1
Senior management employees, DTC	0.0	0.0	0.0
Senior management employees, Exploration	0.0	0.0	0.0
Senior management employees, Element Six	33.3	28.5	28.6
Senior management employees, DBGSS and DBSA	20.0	40.0	50.0

Figure 43. Land conserved versus land altered (hectares)

	2017	2018	2019
Land set aside for conservation	198,499	198,499	198,499
Land altered for mineral extraction	30,306	30,306	31,175

Figure 44. Biodiversity plans (%)

	2017	2018	2019
Total mines which are required to have biodiversity plans in place	100	100	100

Figure 45. Environmental incidents by severity

	2017	2018	2019
Level 1	955	662	507
Level 2	57	112	52
Level 3	0	0	0
Level 4 and 5	0	0	0
Total number of incidents	1,012	774	559

Figure 46. Environmental incidents by type

	2017	2018	2019
Environmental incident with a primary impact on land	554	483	384
Environmental incident with a primary impact on biodiversity	41	39	53
Environmental incident with a primary impact on ground water	0	91	38
Environmental incident with a primary impact on open water	0	106	52
Environmental incident with a primary impact on marine environments	0	28	14
Environmental incident with a primary impact on air	7	27	18
Environmental incident with a primary impact on noise	0	0	0

Figure 47. Direct and indirect energy use (million gigajoules)

	2017	2018	2019
Energy from electricity purchased	4.3	5.6	3.5
Energy from fossil fuels	11.2	12.1	10.2

Figure 48. CO₂ equivalent emissions (million tonnes)

	2017	2018	2019
Electricity purchased	1.0	1.0	0.9
Fossil fuels	0.8	0.9	0.8

Figure 49. Water withdrawal by source (million m³)

	2017	2018	2019
Potable water from an external source	5.4	15.59	4.35
Non-potable water from an external source	0.1	0.01	0.01
Surface water abstracted	8.7	7.66	7.65
Ground water abstracted	0.0	0	34.39
Groundwater pumped from well fields / supply wells	43.0	49.14	26.54
Groundwater pumped from open pit mine (sumps /drains / dewatering)	9.3	3.77	8.09
Groundwater underground mine	0.0	0	0.25
Groundwater pumped from springs	0.0	0	0
Entrainment (moisture in ore extracted / mined)	0.0	0.36	0.06
Sea water abstracted	33.9	31.51	17.19
Sea water purified for use	0.0	0.04	0.05
Rain / snow melt / glacial water harvested	1.5	3.33	2.71
Estimated surface water runoff	3.77	1.34	1.94
Total water withdrawals or abstractions	105.6	112.74	68.85

Figure 50. Sulphur dioxide and nitrogen dioxide emissions (tonnes)

	2017	2018	2019
Total SO ₂ emissions from fuel used and processes	969.52	1071.74	840.52
SO ₂ from marine gas oil	264.34	357.4	289.03
SO ₂ from intermediate fuel oil	481.52	482.64	363.44
SO ₂ from diesel	200.05	217.13	173.35
Total NO ₂ emissions from fuel use and processes	8,406.66	8,494.06	7,280.98
NO ₂ from diesel	8,402.17	8,493.79	7,280.65

Figure 51. Waste by type

	Unit of measurement	2017	2018	2019
Non-hazardous and hazardous waste	Non-hazardous waste to legal landfill - volume (m ³)	82,108.2	185,857.68	93,144.87
	Non-hazardous waste to legal landfill - mass (tonnes)	2,499.03	1,840.32	2,271.59
	Hazardous waste to legal landfill - volume (m ³)	33,031.97	7,483,381.86	3,540.69
	Hazardous waste to legal landfill - mass (tonnes)	917.69	871.37	1,210.61
	Medical waste disposed of (not incinerated) - mass (tonnes)	0.1	0.06	0.06
Incineration	Non-hazardous waste to incineration - mass (tonnes)	1,224.58	342.36	1,151.64
	Hazardous waste to incineration - mass (tonnes)	265.17	215.48	205.96
	Medical waste to incineration - mass (tonnes)	42.91	35.14	40.26
	Waste incinerated – volume m ³	3,375.66	123,892.55	3,019.52
Cardboard/paper sent for recycling (tonnes)	Mass (tonnes)	2,009.46	155.84	151.5
Scrap metal (including cans) sent for recycling	Volume (tonnes)	8,545.8	8,375.02	10,859.97
Conveyor belting sent for recycling	Mass (tonnes)	0	0	0
Drums sent for recycling/re-use	Number	3,282	901	741
Lead acid batteries sent for recycling/re-use	Number	822	2,656	936
Plastic sent for recycling/re-use	Mass (tonnes)	95.26	229.32	194.44
Toner/ink cartridges sent for recycling/re-use	Number	725	1,601	457
Used oil sent for recycling/re-use	Volume (L)	2,138,304	3,041,516	3,481,699
Used oil for combustion	Volume (L)	249,938	198,183	341,705

Footnote: Waste is reported through separate indicators both in mass and volume, rather than through conversions.