

# Modern Slavery Statement 2025



# About this statement

This Statement provides our stakeholders with an account of the approach and actions we took to assess and address modern slavery risks in our business activities and supply chain during 2025.

## Scope of this statement

This Statement is made in accordance with the United Kingdom's Modern Slavery Act 2015 (UK MSA). It covers the period 1 January 2025 to 31 December 2025. It is made on behalf of the UK MSA reporting entities listed in Appendix 1. This Statement is also made in accordance with Australia's Modern Slavery Act 2018 (Commonwealth) (Australian MSA) for the Australian reporting entities also listed in Appendix 1. A table setting out how this Statement addresses the UK MSA and Australian MSA reporting criteria can be found in Appendix 2.

For information regarding Anglo American Group's terminology, forward-looking statements and third-party information, please refer to the inside back cover of this document. Unless otherwise specified, all data in this report is aggregated to include all entities in the Anglo American Group (Group), including those making separate statements as outlined below.

## Reporting by other relevant entities

A separate Modern Slavery Statement is being made by De Beers and its relevant owned and controlled entities pursuant to section 54 of the UK MSA. A further statement is being made by De Beers Canada Inc. pursuant to section 11(1) and 11(2) of Canada's Fighting Against Forced Labour and Child Labour in Supply Chains Act 2023 (Canadian FLCLA).

## Consultation to prepare this statement

All reporting entities listed in Appendix 1 were consulted in developing this Statement, including through consultation with the relevant company secretary. As outlined below, the boards of selected relevant entities also reviewed and endorsed this Statement. We also consulted with and obtained input from relevant businesses, including Marketing, and functions, including Supply Chain, and Ethics, Compliance and Investigations, which cut across different entities covered by this statement. The consultation process outlined above helped to ensure that the Statement reflects our Group's approach to identifying, preventing, mitigating and accounting for modern slavery risks.

This Statement was approved by the Board of Anglo American plc (the Board) on 4 June 2026 under section 54(6)(a) of the UK MSA, and endorsed by each of the boards of Anglo American Services (UK) Ltd and Anglo American Technical & Sustainability Services Ltd (AAT&SS) on 5 June, and Anglo American Marketing Limited and Kumba International Trading Limited on 9 June. The directors of the Australian reporting entities considered and endorsed the Statement on 29 May, and the board of AAT&SS on 5 June, under section 14(2)(d)(ii) of the Australian MSA. This Statement has been signed below by Duncan Wanblad, Chief Executive Officer of Anglo American plc.



**Duncan Wanblad**  
Chief Executive Officer



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## Clarifying notes:

**Procurement data:** For consistency with data presented in other Anglo American reports, procurement data in this statement includes data relating to De Beers unless otherwise specified.

# Message from the Chief Executive

The safety and health of our people - our employees and contractors - is always front of mind.



**Our commitment to responsibly producing metals and minerals the world needs is at the heart of everything we do. Taking action to increase transparency, and to assess and address modern slavery risks is a key part of that responsible approach.**

During 2025, we made significant strategic progress with the simplification of our portfolio. We have continued to advance our modern slavery and broader human rights work during this period of change. The International Labour Organisation's (ILO) 2022 estimates show that 27.6 million people were in forced labour, and that most forced labour occurred in the private economy. The safety and health of our people - our employees and contractors - is always front of mind. Recognising the scale and complexity of our activities, we are mindful of this risk and the need for us to play our part to help end exploitation.

I am pleased that in this reporting period, we fulfilled our 2018 commitment to have all of our Anglo American operated mines assessed against a responsible mining standard by 2025. We are continuing to work closely with stakeholders to support seafarers, including by establishing and funding a permanent welfare hub at Saldanha Bay, South Africa. We are also improving the consistency of implementation of our responsible sourcing approach in our Group managed supply chain, as well as ensuring our requirements and expectations are accessible to relevant suppliers.

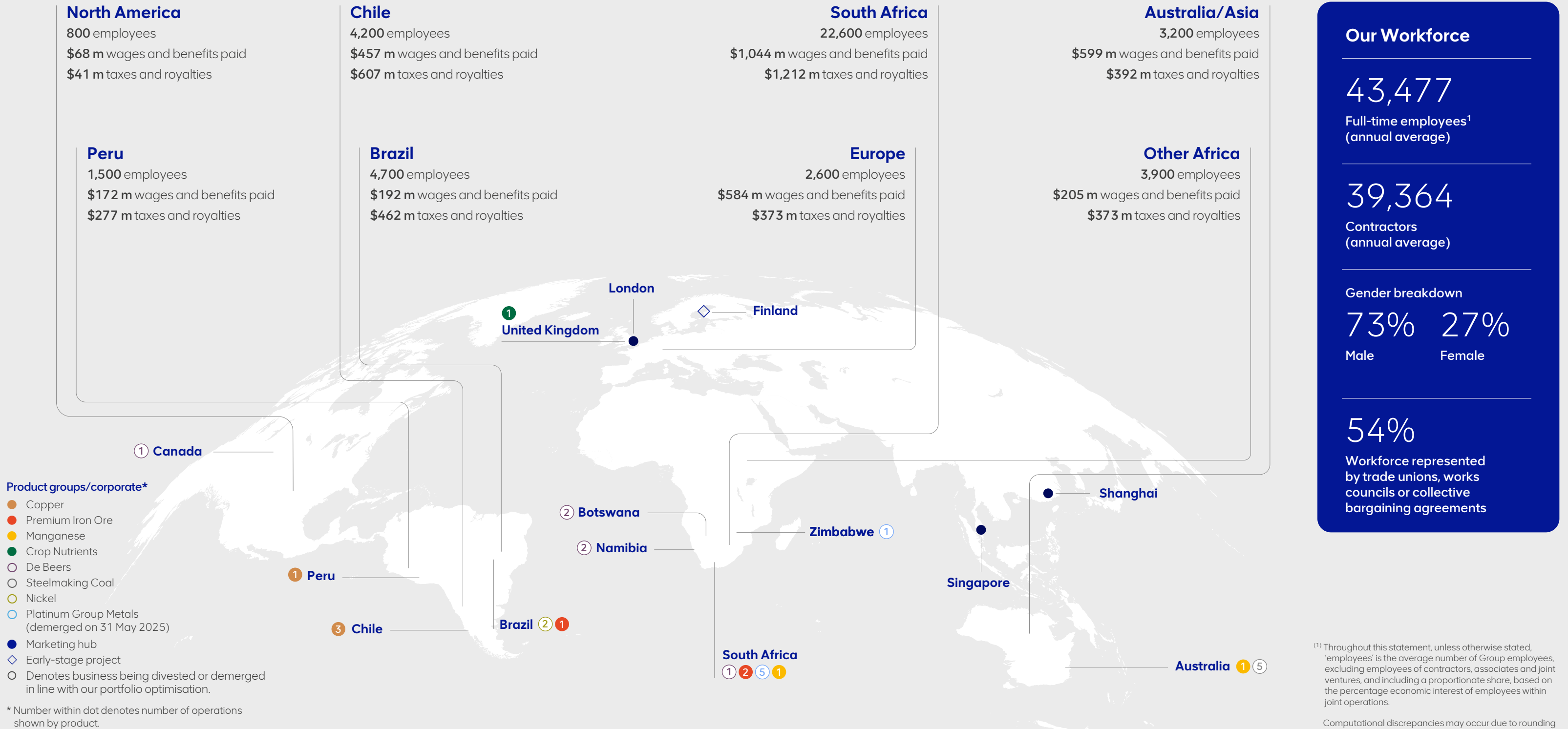
In September 2025, we announced our intended merger with Teck to form a global critical minerals champion - Anglo Teck. Looking ahead, we will continue to strengthen modern slavery risk management as we progress through the integration process. Key improvement actions are expected to focus on tailoring measures for implementation and governance. Group-level actions will be adjusted as required to support implementation and governance at individual business-level for the new merged portfolio.

I am pleased to sign and present this statement. I thank the Board, our people and all those with whom we work for their ongoing support and partnership in 2025.

**Duncan Wanblad**  
Chief Executive Officer

# Our business at a glance

Anglo American is a leading global mining company with a portfolio of world-class mining and processing operations and outstanding mineral endowments – primarily in copper, premium iron ore and crop nutrients – offering significant value-accretive growth optionality. We have around 43,000<sup>(1)</sup> employees working for us around the world.



# 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.

## Inputs and Responsible Oversight

### Ore Reserves and Mineral Resources

Our high-quality, long-life mineral assets provide a range of organic options for long-term value delivery.

### Other natural resources

We aim to effectively manage the water and energy requirements of our mining and processing activities.

### Know-how

We use our industry-leading technical, sustainability and market knowledge to realise optimal value from our assets.

### Plant and equipment

We form strong relationships with suppliers, many of whom are located in the countries where we operate, to deliver tailored equipment and operating solutions.

### Financial

A strong focus on productivity, cost discipline and working capital management helps deliver sustainable positive cash flows, with balanced capital allocation to optimise returns.

## Our Value Chain

We invest in those parts of the value chain that provide us with the best return on our investment, holding ourselves to high standards through our holistic and integrated approach to sustainable business practices.

- 1. Discover** Our geologists search for and discover new sources of the minerals that make our modern lives possible. We benefit from world-class expertise to find deposits and mine in a safe and sustainable way.
- 2. Plan and build** Before we put a spade in the ground, our geologists and engineers work together using virtual mine planning systems to design the most effective, cost-efficient and environmentally sound construction mine plans.
- 3. Mine** In extracting the products that we all need in our daily lives, we draw on over 100 years of mining experience. Safety comes first: our whole way of working is focused on keeping our people safe. We plan for the lifecycle of the mine and beyond and use our holistic approach to innovation to reduce waste and protect environments.
- 4. Process** By processing, converting and refining our raw materials, we produce what our customers need and value. Our processing technologies also enable us to reduce energy and waste, recycle more water, increase efficiency, drive innovation and, by adding value to our products, further support economic activity in the areas we mine.
- 5. Move and market** After processing, we then transport our metals and minerals to where they are needed, to our customers. We use the latest technologies to co-ordinate and optimise our global shipping needs. And we use our scale and detailed knowledge of the demand and uses for our products to offer our customers a reliable supply, tailored to their requirements and expectations – adding value for them every step of the way and, ultimately, for billions of consumers who rely on our products every day.
- 6. End of life plan** We do not only plan for the lifecycle of the mine – we also take great care to look beyond and determine the rehabilitation of the site and the real benefits that will help sustain local communities, long after the site is closed.

## Outputs and outcomes

### Future-enabling products essential to facilitating the green transition.

Our products include many of the metals and minerals our modern society needs for improving living standards and food security in a decarbonising world. We combine integrity and smart innovation, with the utmost consideration of our people, their families, local communities, our customers and the world at large – to better connect precious resources to all of us who need and value them.

Revenue from continuing operations\*

\$18.5 bn

Total wages and benefits paid

\$3.3 bn

Total number of jobs supported off site

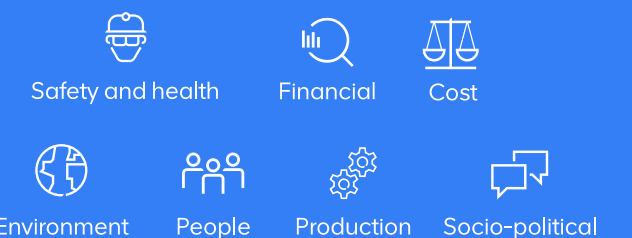
165,286

Mined product shipped by our fleet

>70 Mt

\* Continuing operations includes Anglo American's future portfolio (Copper, Premium Iron Ore, Manganese and Crop Nutrients) and De Beers, per accounting requirements.

### How we measure the value we create



# Anglo American Group managed supply chain

**Anglo American has an extensive global supply chain that includes more than 13,000 suppliers across multiple geographies. These suppliers vary in reach and complexity, ranging from multinational providers of mining goods and services to small-scale, host-community-based suppliers.**

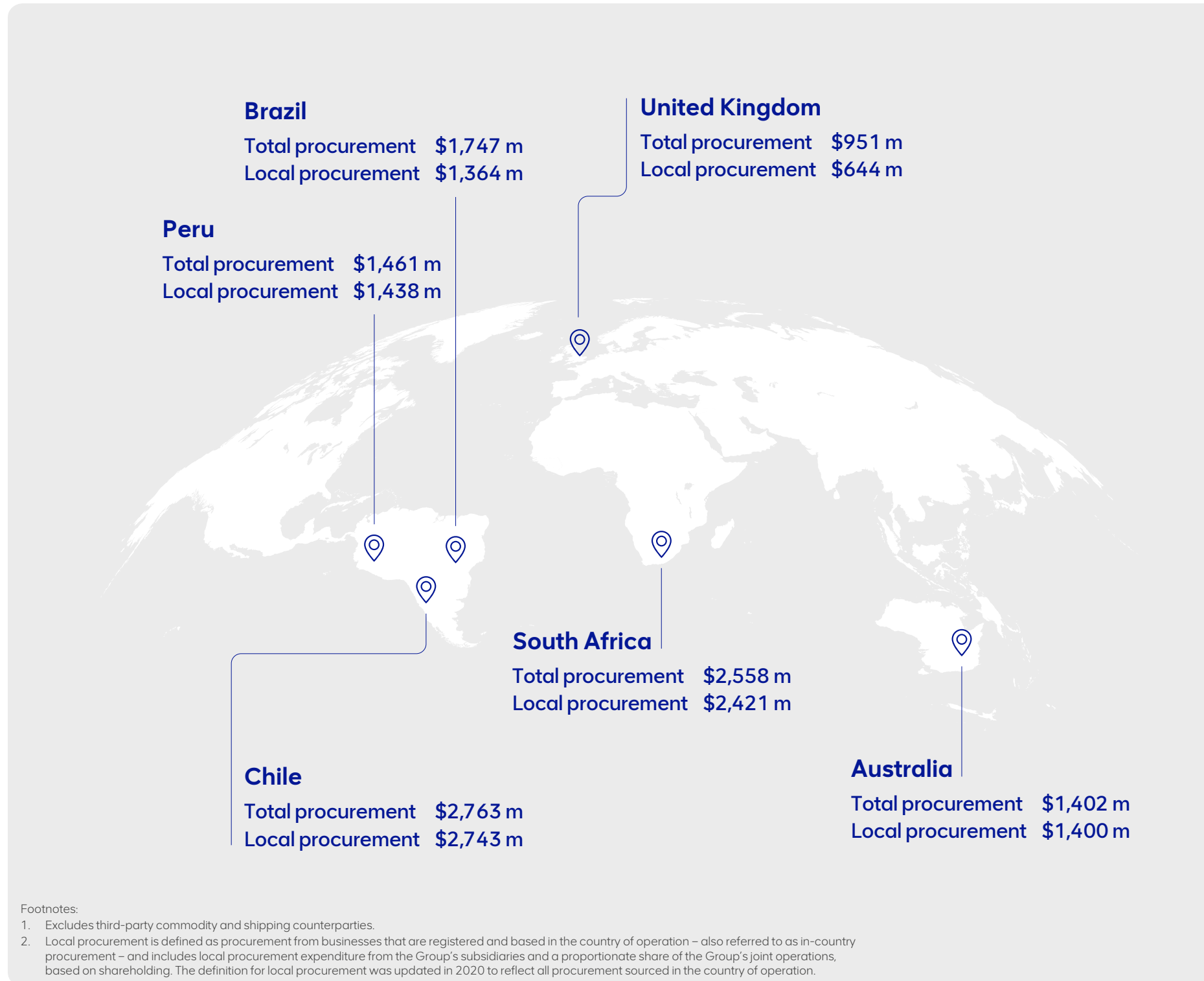
We procure a variety of goods and services to support the exploration, mining, transportation, aggregation, processing and technology required for our operations and corporate activities. In 2025, our operations spent approximately \$11.7 billion with around 13,200 suppliers, of which \$10.6 billion was in countries where we operate, including \$2.3 billion with host communities in the direct vicinity of our operations.

## **Building our understanding of our supply chain below Tier 1**

Modern slavery and other risks can be greater at Tier 2 and below of supply chains, where buying companies may have less visibility. We have worked to enhance our visibility of our supply chains in host communities associated with our managed mining operations by requiring relevant Tier 1 suppliers to share information with us about their sub-suppliers (Anglo American Tier 2) located in these host communities. This enables us to better understand the composition of these supply chains.



## Tier 1 suppliers reflecting 90% of spend



### Top 10 procurement categories by spend

<b>Mining Equipment</b>	Mobile and fixed equipment and components used in mining operations, including extraction, loading, hauling, drilling, blasting support, and ancillary machinery.
<b>Construction</b>	Civil, structural, and electrical construction activities supporting mine development, expansions, upgrades, and sustaining capital works.
<b>Mining Commodities</b>	Materials essential for mining and processing, such as fuels, lubricants, explosives inputs, grinding media, reagents, and other high-volume operational materials.
<b>Transport and Logistics</b>	Freight, hauling, shipping, warehousing and logistics coordination services required to move materials, equipment, and product to/from mine sites and ports.
<b>Professional Services</b>	Specialist advisory and technical services supporting mining and corporate functions e.g. engineering, environmental and social specialists.
<b>Information Technology</b>	Digital systems, software, infrastructure, and IT services supporting operational technology and enterprise needs.
<b>Processing</b>	Plant, equipment, services and other materials used to treat ore and produce saleable product, from crushing through to tailings management.
<b>Mining Services</b>	Services delivered on or near mine sites to enable extraction and production e.g. drilling and blasting, and maintenance.
<b>Utilities</b>	Provision and management of essential utilities required to operate mine sites and plants e.g. electricity, water, telecommunications.
<b>Facilities Management</b>	Services that maintain the mine’s built environment and non-process infrastructure, including accommodation, waste management, security, and workplace support services.

# Our modern slavery risks

**As a leading global mining company, we operate across a number of geographies and jurisdictions. We are conscious that there is a range of potential modern slavery risks across our business model – and that these may evolve over time in a rapidly changing business context.**

Our approach to understanding modern slavery risks is outlined below. The most significant modern slavery risks across our business relate to our supply chains, and include the sourcing of third-party commodities, use of temporary labour at our managed sites, and shipping.

## Taking an integrated approach

We seek to take an integrated approach to assessing and managing modern slavery risks through our due diligence processes, which include but are not limited to modern slavery. Due diligence is key to Anglo American's approach to human rights risk management (including modern slavery) and includes: assessing potential and actual human rights impacts; integrating and acting on findings to then prevent, mitigate or remediate the impacts identified; tracking the effectiveness of actions taken; and communicating with potentially impacted people and externally, as appropriate. Our salient issues capture the most severe potential human rights impacts we have assessed as most likely to occur across our business activities and relationships, and relate to: occupational health and safety of employees and contractors; environmental management; labour rights including supply chain; community impacts; and security and human rights.

Modern slavery does not occur in isolation and can be associated with other forms of labour rights harm, such as dangerous or sub-standard working conditions. Our work to identify and address modern slavery risks sits within the broader human rights framework outlined above, as part of our approach on labour rights. For example, our responsible sourcing approach addresses a range of human rights risks, including but not limited to modern slavery. Companies' purchasing practices can exacerbate supply chain modern slavery risks. We seek to take a responsible approach in our engagement with suppliers, and review our practices to identify where procedures may need to be adjusted to better identify and address risks.

Consistent with this integrated approach, we undertake periodic double materiality assessments to capture the key material issues that impact society and the environment and impact Anglo American. In the 2025 assessment, we strengthened alignment with our Group Risk Register and, through internal subject-matter expertise, also strengthened the assessment of the severity and likelihood of each impact. Our material matters include matters directly relevant to modern slavery, including: labour rights for employees and supply chain; responsible supply chain; and community, indigenous and human rights. See [pages 20-21 of the IAR](#) for more information on our material matters.

To complement this broader focus, we have identified potential areas of specific modern slavery risk through a modern-slavery-specific hotspot analysis. This analysis supports us in identifying key areas for work. We are reviewing and strengthening modern slavery risk management by focusing on those hotspots where we have greater leverage. The analysis of hotspots and leverage is summarised on [pages 10-11](#).



## Modern slavery, including the worst forms of child labour

Describes situations where coercion, threats or deception are used to exploit victims and undermine or deprive them of their freedom. Modern slavery includes human trafficking, slavery, servitude, forced marriage, forced labour, debt bondage, deceptive recruiting for labour or services and the worst forms of child labour.

### Examples include:

Children trafficked to work in factories in unsafe conditions

Workers trapped in their employment, with employers having confiscated identity documents, such as passports.

## Child labour and other dangerous or sub-standard working conditions

Child Labour is any work that deprives children of their childhood, potential, and dignity, and that is harmful to their physical and mental development. Dangerous or substandard working conditions include work that is unsafe or inappropriately compensated.

### Examples include:

Workers are not fairly paid and do not receive any or some of their entitlements

Children are required to leave school in order to work and to support their families

## Decent work

Workers' rights are respected and there is no child work.

### Examples include:

Workers are paid fairly, including for any overtime

The workplace is safe and workers are provided with appropriate training and personal protective equipment.



We recognise that our evolving operations and supply chain may give rise to other modern slavery risks in addition to those we have currently identified. We regularly monitor our modern slavery risk profile to account for such changes in our operating environment. For example, we acknowledge the need to understand potential modern slavery risks such as forced labour associated with the products and supply chains that support our transition to renewable power.

For more information on our Transition Plan see [Anglo American Transition plan 2026-2028](#).

#### Modern slavery risks in our direct operations

We consider the risk of modern slavery among our direct employees to be low. This reflects the presence of internal controls, including age verifications at the commencement of employment (through, for example, validating identification documents) and other measures designed to safeguard the rights of employees, as well as our commitment to comply with relevant workplace laws and standards in our countries of operation. More broadly, we also engage with our employees to help promote a safe and fair working environment, including through our Global Workforce Advisory Panel ([see page 20](#)) to enhance direct feedback to the Board, and our employee engagement survey.

Contractors make up an important part of our workforce. In 2025 we had more than 39,000 contractors working for us around the world. Some contractor cohorts may be at greater risk of human rights impacts if controls are not in place. For example, there is a risk that contractors involved in temporary, lower-skilled contracted labour could be more vulnerable to poor recruitment and payment practices. This is why temporary work and site management, including security roles, are recognised as hotspots. We are also taking steps to manage these risks through our Contractor Performance Management framework ([see page 16](#)).

#### How geography can affect our modern slavery risks

As a global company, we operate in, and source goods and services from, diverse countries and regions that may have different modern slavery risk levels, regulatory contexts, and varying employment standards and laws. We use the Global Slavery Index to inform our understanding of responsible sourcing risks in the countries in which our Tier 1 suppliers are located. In 2025, more than 91% of our total expenditure was with Tier 1 suppliers located in the countries of our operations, although we recognise that the countries in which our directly managed suppliers are located do not always reflect the source countries from which goods and services have been procured by those suppliers.



# Modern Slavery Risk Hotspots

**We have previously undertaken a risk assessment exercise with an expert business and human rights advisory firm to identify the modern slavery risk hotspots relevant to our operations and supply chains (covering goods, services and contracted labour).**

This included an assessment of the potential severity and likelihood of modern slavery occurring across our operations and supply chains but does not indicate modern slavery has been identified as present in these areas. These hotspots remain relevant during this reporting period and we use them to guide and prioritise our modern slavery risk management, including our engagement with suppliers and consideration of how we can most effectively use and build our leverage to drive change.

### Relevant modern slavery risk factors

The modern slavery hotspots reflect key risk factors which can increase supply chain workers' vulnerability to exploitation, including:

- Low skilled labour (which can include low barriers to entry)
- Migrant labour (who may be less aware of workplace rights)
- Subcontracting and complex supply chains
- Temporary labour
- Strong pricing competition (which can create pressure on working conditions)
- Sourcing from high-risk geographies

### How we could be involved in modern slavery risks

In assessing our risk of involvement in modern slavery, including through the hotspots below, we use the continuum of involvement set out in the UN Guiding Principles on Business and Human Rights (UNGPs).

**Cause:** A mining company may cause modern slavery in its operations where its actions or omissions directly result in modern slavery practices occurring.

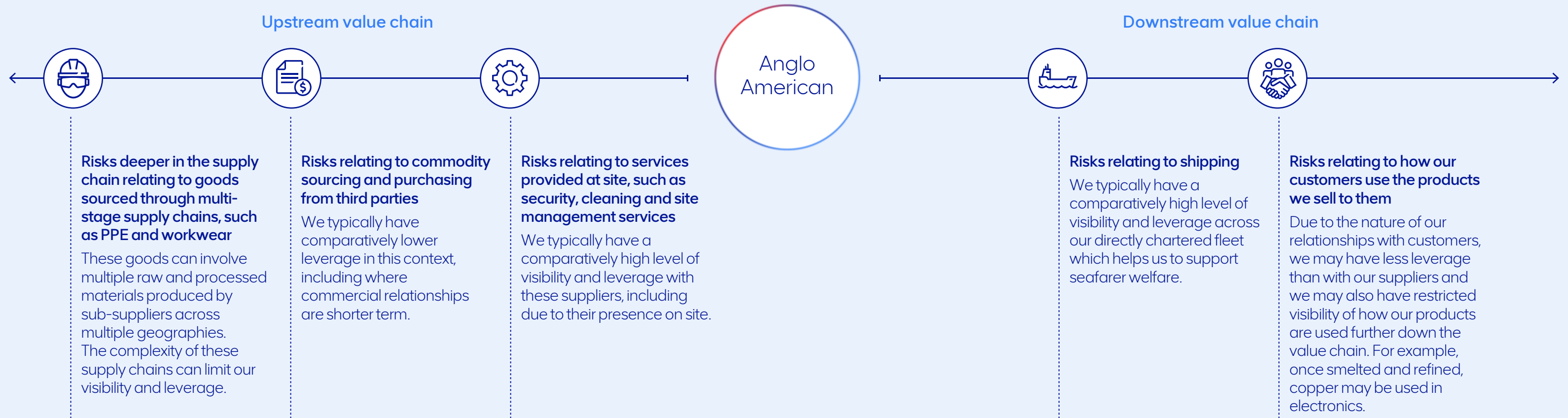
**Contribute:** A mining company may contribute to modern slavery in its operations or value chain through its actions or omissions, including where these facilitate or incentivise modern slavery in its supply chain.

**Directly Linked:** A mining company's operations, products or services may be directly linked to modern slavery through its business relationships.

Temporary low-skilled labour for sites	Logistics and transport services in high-risk geographies	Security services	Site-management services
Third-party storage facilities, including warehouses and ports	End-of-life waste management (including demolition + recycling)	Renewable energy sources, including solar panels + batteries	PPE and workwear (including uniforms, masks and gloves)
Tyres and other rubber products	Fuel, oil and lubricants	Commodities purchased through third parties	Processing of commodities from third parties in high-risk geographies
Information and communication technology (ICT) equipment and services	Shipping services	Construction labour and materials	

# Modern slavery risk across our value chain

The modern slavery risks identified through our hotspot assessment can occur at different stages of the value chain. This informs how we seek to manage these risks, including based on factors such as our level of leverage with the supplier or sub-supplier. We recognise risks could also occur in both our downstream value chain and our upstream value chain, including our supply chain.



## Our Leverage

Our leverage refers to our capacity to influence the practices of our business partners, including our customers, suppliers and sub-suppliers. Our leverage can be shaped by factors such as the volume of our purchasing spend or sales to a customer, the commercial significance of our relationship to the supplier or customer, and the duration of our relationship. Generally, our leverage with an entity reduces the further up or downstream the value chain that entity is located.

# How we manage modern slavery risks

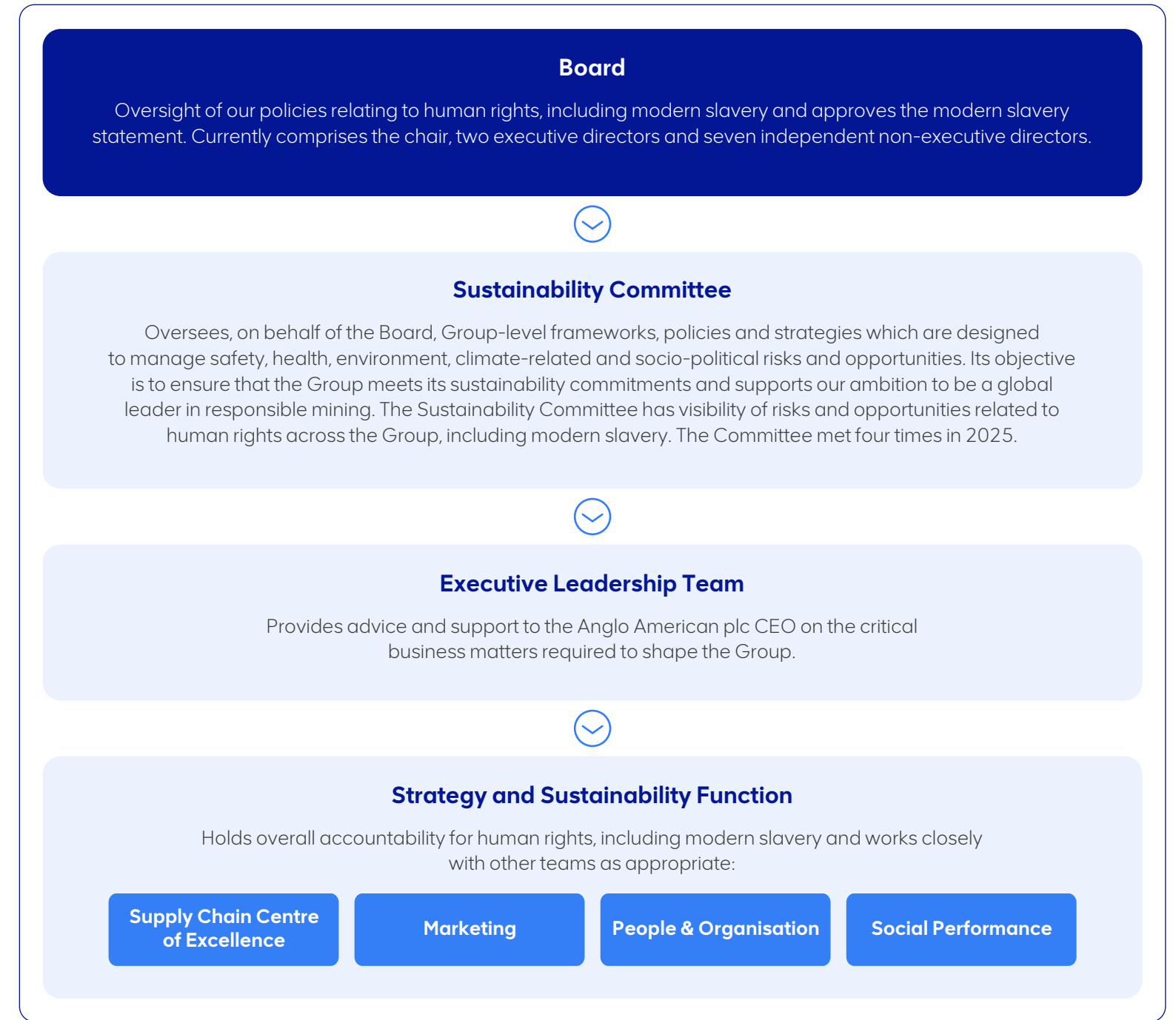
We seek to proactively manage our modern slavery risks through a multi-pronged approach of appropriate oversight and governance. This includes the actions set out below, with governance and roles described in the diagram.

Anglo American has a robust policy framework, which is underpinned by our Code of Conduct and our Values. A summary of policies is provided overleaf.

The implementation of our policies is typically enabled by supporting standards, procedures, guidance and assurance activities. The policies and resources set out in the following table support our human rights (including modern slavery) risk management. We draw on relevant international standards, including the UNGPs, to inform our policies.



## Governance and roles



**Policy summary**

Policies and resources	Implementation approach
<p><b>Code of Conduct</b> Incorporates our commitment to respecting labour and broader human rights. This includes our commitment to the International Labour Organisation’s (ILO) core labour rights, including a zero-tolerance approach to modern slavery, forced labour and child labour.</p>	<p>Our Code of Conduct is available in several languages on our website and intranet. Code of Conduct training is mandatory for all connected employees and contractors and is embedded in employee and key supplier agreements. Training is undertaken every two years or as part of onboarding for new starters. Third-party workers who enter our sites may also be made aware of relevant policies and standards as part of sign-in processes.</p>
<p><b>Human Rights Policy</b> Reinforces our commitment to respect human rights and support for the UNGPs, including providing access to remedy where appropriate. It also sets out our commitment to the ILO’s fundamental labour rights, which includes a zero-tolerance approach to forced, bonded and child labour.</p>	<p>Our Human Rights Policy is available on our website and intranet in several languages and referenced in a number of policies which provide specific guidance on respect for human rights including our Code of Conduct and Social Way policy, standard and toolkit.</p>
<p><b>Responsible Sourcing Standard for Suppliers (RSS)</b> Designed as a ‘Code of Conduct’ for suppliers to Anglo American, the Standard was updated in 2024 to further emphasise action on modern slavery. The updated standard now includes 13 principles and 37 sub-principles to support suppliers to respect labour and human rights, including: not using child labour, opposing unfair or inhumane treatment of the workforce, eliminating irregular employment and acting against modern slavery or other human rights issues in the supply chain.</p>	<p>Our updated Responsible Sourcing Standard is available on our website and is supplemented by a due diligence framework, including supplier self-assessments and third-party audits, which suppliers participate in/complete as required. Responsible Sourcing requirements are embedded in all supplier contract templates and purchase order conditions. Within our Group managed supply chain, a failure by a supplier to comply with Responsible Sourcing requirements, including those prohibiting the use of child labour, forced labour and other forms of modern slavery, constitutes a breach of contract and gives us suspension and termination rights under the contract. Typically, we would seek to work with a supplier to address any concerns before seeking to end the supplier relationship.</p>
<p><b>Responsible Commodity Sourcing Policy for Marketing</b> Part of the Marketing governance framework. Builds on our commitment to respect human rights expressed in our Responsible Sourcing Standard to provide additional guidance for our commodity sourcing activities. The policy requires that commodity suppliers are evaluated for actual or potential labour and broader human rights risks, including supply chain-related risks. These include the use of child labour (including, the worst forms of child labour) and all forms of forced or compulsory labour, including other forms of modern slavery, for the metals and minerals they supply to our Marketing business.</p>	<p>Our Responsible Commodity Sourcing Policy is available on our website. The requirements it sets have been embedded into processes for suppliers who go through Marketing’s supplier Know Your Counterparty onboarding. Our expectations under the Responsible Sourcing Standard for Suppliers are communicated to counterparties.</p>
<p><b>Social Way Policy, Standard and Toolkit</b> Anglo American’s Social Way Policy underscores our commitment to respecting community rights and is based on leading international reference standards, including the UNGPs. A human rights approach has been applied to the Social Way, which requires all Anglo American managed sites to conduct a social and human rights risk analysis (SHIRA) on an annual basis throughout the life of an asset. One of the categories that is included in the SHIRA process is impacts on personal and political security, including the right to freedom from slavery and forced child labour.</p>	<p>Our Social Way Policy and Toolkit are available in English, Portuguese and Spanish on our website and intranet. We continue to improve our Social Way and developed a revised Policy, Social Way Standard and updated assurance process in 2025 (for release in 2026). We continue to undertake 2nd-line assurance with sites to identify and address performance gaps and as a source of continuous improvement and learning. The Policy and Standard are supported by a practitioner toolkit, providing simple practical guidance on how to implement our commitments.</p>

## Due diligence for Anglo American managed sites

**Anglo American operates sites across diverse geographies around the world. We work to understand and manage the risks that could involve adverse human rights impacts for workers, communities and other stakeholders. This includes consideration of any risks relating to modern slavery.**

### Site-based risk assessments

The Social Way Policy and Toolkit require our operations to conduct Social and Human Rights Impact and Risk Analyses (SHIRAs) on any sites that we manage as the basis for understanding and managing social and human rights risks and impacts. This is an integrated process that captures a wide range of impacts, including economic, socio-cultural considerations, infrastructure and services, cultural heritage, community health and safety, and personal and political security impacts. One of the categories of impacts identified for management through the SHIRA process covers slavery, forced labour and child labour. The Social Way Policy and Toolkit also set out requirements for the management of community grievances and incidents, which could include modern slavery related concerns.

### External assurance

External assurance helps meet customer, investor and government expectations for transparency and accountability with regard to sustainable practices and responsible sourcing. In 2018 we committed to assess all Anglo American managed mines against leading external standards – and the Initiative for Responsible Mining Assurance (IRMA) is one of these standards. In 2024, we released six IRMA reports, which documented that most of the IRMA standard's requirements in the 'Fair labour and terms of work' section related to forced labour, child labour and trafficking of persons were either substantially

or partially met. Key areas for improvement relate to accessibility of worker grievance mechanisms and the provision of written and understandable information about wages (overtime rates, benefits, deductions, and bonuses), working hours and collective bargaining agreements for employees of suppliers. Additionally, feedback collected through the IRMA process indicated some examples where lack of a contract or written understandable information about working terms and conditions led to concerns around the right to freely associate, discrimination, and working conditions. While these issues may not typically be associated with modern slavery, they could be a sign of supplier practices that need addressing. As such, they have informed the consideration of how we can improve our approach in the future.

In 2025, we completed IRMA audits at our Los Bronces and Quellaveco copper mines and completed the Towards Sustainable Mining (TSM) assessments at our Moranbah North and Dawson steelmaking coal mines, fulfilling our commitment to have all our managed mines assessed against a responsible mining standard. The findings from these assessments, including insights from TSM and Copper Mark, are in the process of being finalised and learnings will be incorporated into improvement plans in 2026.



# Group managed supplier due diligence

**Our supplier due diligence approach is embedded across the entire supplier lifecycle. Our responsible sourcing programme provides the foundation for our supplier due diligence approach and helps ensure that responsible sourcing considerations are integrated into key touchpoints with suppliers. The flow chart below explains the key steps we take to assess and work with suppliers.**

## Responsible Sourcing Standard

The standard provides the framework for our supplier due diligence, including the key steps set out below.\* We also implement additional controls for contractors on our sites through our Contractor Performance Management framework.

\* This visual is indicative and practices may vary across sites based on their local contexts. Anglo American is developing an internal Responsible Sourcing Standard to support a standardised approach to supplier due diligence.

### Supplier Selection

Responsible sourcing considerations are taken into account when selecting suppliers.



**Self-Assessment Questionnaire (SAQ):** Relevant suppliers (including those with high-value contracts or within a category which poses potential risk) typically complete an SAQ which includes modern slavery questions related to: validating workers' ages; charging of any recruitment fees; any loans and advances provided to workers; identity document retention; and steps taken to address modern slavery risks within a supplier's own supply chain.

The SAQ can generate corrective action plans for completion by the supplier. SAQ results may also trigger third-party audits to investigate concerns. Anglo American has made the SAQ publicly accessible online to allow businesses (irrespective of whether they are Anglo American suppliers) to trial the SAQ.

### Contract Agreement And Onboarding

Responsible Sourcing requirements, inclusive of clauses related to Modern Slavery, are standard in our contracts and purchase order terms and conditions. Contracts may include any responsible sourcing commitments agreed to by the supplier, including completion of corrective action plans.



**Supplier Screening:** All suppliers undergo third-party screening which includes adverse media checks and responsible sourcing checks covering slavery and child labour. Re-screening may take place on a periodic basis.

**Attestations:** All suppliers must complete attestations that cover: compliance with country-specific legal requirements; Anglo American's responsible sourcing requirements, including a commitment to uphold human rights.

### Ongoing Contract Management

Compliance with responsible sourcing requirements is monitored over the duration of the contract, including any specific responsible sourcing commitments made by the supplier as a condition of securing a contract with Anglo American. SAQs, third-party audits and certifications must be renewed every two years.

**Third Party Audit:** If concerns are identified through the SAQ or as part of other supplier checks, the supplier is typically required to provide evidence of previously conducted responsible sourcing assessments or requested to conduct a new third-party assessment. Suppliers may also be nominated by the Supply Chain team to undergo a third-party assessment based on potential responsible sourcing risks. Audits may also be undertaken on an ad hoc basis due to adverse media, a reported incident on a supplier site, or as part of wider due diligence checks.

Audits are conducted against our Responsible Sourcing Standard for Suppliers and typically involve on-site engagement including opening meetings, a document review, a facility walkthrough, worker interviews, and a closing meeting (which includes agreement to any corrective action plan). A subsequent follow up on site audit may be undertaken to close out the corrective action plan. The lead auditor must be Association of Professional Social Compliance Auditors (APSCA) accredited or equivalent.

**Corrective Action Plan Monitoring:** Where a responsible sourcing risk, including modern slavery, has been identified through SAQs or audits, suppliers are typically required to complete corrective action plans. Anglo American may monitor completion of corrective action plans, including where these relate to higher risk issues.

### Contractor Performance Management Framework

In addition to the other supplier checks outlined in this visual, suppliers of contracted workers used on our sites who meet the assessed risk thresholds are subject to our Contractor Performance Management Framework.

The Framework aims to protect the safety, health, well-being and dignity of all workers employed by contracting companies (see page 16).

## Group managed supplier due diligence continued

### Supplier due diligence in the Australian context

Our Steelmaking Coal business, located in Australia, also undertakes due diligence checks for suppliers. This can include adverse media checks and completion of the SAQ outlined above, with suppliers required to complete any corrective action plans generated through the SAQ.

Where appropriate, modern slavery questions tailored to the Steelmaking coal context are also used in tender processes. The use of these questions is informed by a taxonomy that maps tender requirements against specific supplier categories based on risk. Examples of modern slavery questions used in tenders include asking for information about how the prospective supplier assesses and screens its own sub-suppliers. Prospective suppliers' responses are scored as part of the tender evaluation.

### Engaging with key strategic suppliers

In order to support a deeper integration of sustainability-related themes into our contracting with our suppliers, we shifted from signing memoranda of understanding (MOUs) with key strategic suppliers to using Global Framework Agreements (GFAs). GFAs are read alongside our general terms and conditions and are used with key strategic suppliers we engage across multiple operations. The GFAs include clauses relating to the ongoing adherence by the supplier to our Responsible Sourcing Standard for Suppliers as well as the Voluntary Principles on Security and Human Rights. They further detail the nature and frequency of due diligence and disclosure requirements the supplier must adhere to, inclusive of the submission of SAQs and third-party audits. We signed six GFAs in 2025 across a range of sectors.

### Clarifying and streamlining internal supply chain processes

Anglo American is working with the Slave-Free Alliance (SFA) to assess our approach to identifying, managing and mitigating potential impacts to labour and human rights in our supply chains. The SFA completed its review of our approach in 2025, and identified a need to standardise integration of the Responsible Sourcing Standard for Suppliers into supply chain processes and a need to improve the visibility of grievance mechanisms for suppliers.

To support addressing these findings, a key focus for us is providing greater clarity to relevant suppliers about our requirements and expectations, and developing enhanced internal procedures which will integrate the Standard into supply chain processes. This work started in 2025, and will progress into 2026. See our Contractor Performance Management example opposite.

### Action in focus: Enhancing our Contractor Performance Management framework

Our Contractor Performance Management (CPM) framework provides an opportunity to enhance our work to manage modern slavery and other risks involved in the use of contractors at our managed sites. We recognise that different supplier cohorts, such as contractors, may require tailored risk management approaches suited to their profile and context. Use of temporary labour is one of our hotspot risks and this work supports our ongoing efforts to manage risks in this area.

Launched in 2023, our CPM framework supports the implementation of an industry-best-practice approach to working with our contractors and third-party companies executing physical work at our sites. The CPM framework incorporates people, processes and systems, and provides the foundation for safe and stable production by helping to create a psychologically and physically safe, healthy and productive work environment for everyone who works for us.

As part of CPM implementation, over 2025, we undertook a cross-functional exercise at the Group level to integrate social performance considerations into templates for legal contracts with suppliers working at our sites, including labour rights and contractor access to grievance mechanisms. The purpose of these additional obligations is to help our Businesses prioritise what to manage when hiring contractors who will be present on our sites. The CPM enables Businesses to better tailor supplier requirements to the risks associated with a given scope of work, and consistently integrate those priorities across tender, contracting, performance management and close-out processes.

Over 2026, we will continue working with relevant Businesses to address their priorities to deliver effective CPM implementation, and tailor templates for use in their respective country contexts as appropriate.

### Action in focus: Supplier site visits

Over 2025, team members from Anglo American's steelmaking coal operations in Australia undertook a series of in-person visits to supplier sites in China to support the procurement of coal mining equipment and related technologies.

This included visits to 13 supplier workshops and facilities. Visits typically included consideration of the suppliers' manufacturing capability and quality assurance and control, including walk-throughs of relevant production lines and discussions with supplier management. Visits were also undertaken to five mine sites to see the specific equipment and related technologies in use in an operational context.

While these site visits were not intended as modern slavery checks, they supported us to build relationships with prospective suppliers and to better understand how the equipment we procure is manufactured in China as well as the working conditions and processes involved. Further site visits will be undertaken in 2026.

## Other third-party diligence processes across Anglo American

**Anglo American has formal relationships with various stakeholders across the value chain, including suppliers, customers, and joint-venture partners. We recognise that through each of these types of relationships Anglo American could potentially contribute to, or be directly linked to, modern slavery. We are taking a range of steps to manage these risks.**

In addition to our broader procurement activities, the business relationships which present the highest potential risk in relation to modern slavery are associated with, but not limited to, our joint-venture partnerships, third-party commodity sourcing, and shipping.

### Joint ventures

Anglo American holds interests in many joint ventures, including both managed and non-managed joint ventures (NMJVs). A mining company could potentially contribute to, or be directly linked to, modern slavery through its joint ventures or NMJVs. Managed joint ventures will be informed by the Anglo American policy framework outlined in this report. For NMJVs, we seek to influence the adoption of a framework commensurate with the requirements of our policies, procedures and standards and, at a minimum, require compliance with local laws and associated requirements. We seek to set out our expectations and preferred outcomes for the terms of NMJV agreements, including in relation to human rights, including modern slavery, issues.

### Marketing business

Our Marketing business is responsible for the sales and trading activities of the metals and minerals from our portfolio. We also purchase and trade third-party production. The business offers its customers across the world innovative solutions, including physical products, logistics and technical support, as well as pricing and financing solutions. By offering freight services – including shipping – Marketing provides our customers with a cost-effective and reliable supply of quality products when and where they need it.

### Managing third-party commodity sourcing risks

The Marketing business utilises our Responsible Commodity Sourcing Policy to help identify and assess responsible sourcing risks, including modern slavery, associated with the purchase of third-party commodities. This policy is informed by the requirements of the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (CAHRA).

Over 2025, we continued to review the processes used across the Marketing business to manage responsible commodity sourcing risks, recognising the evolving expectations of our customers and changes to the global regulatory environment. This work incorporated the recommendations from the 2023 human rights due diligence project conducted by an expert third-party advisory firm.

### Counterparty due diligence

Our 'Know Your Counterparty' (KYC) procedure assesses factors including sustainability risks, legal risks and ethical business conduct. Additionally, as a pre-condition of a mineral-supplier contract, mineral suppliers complete a self-assessment questionnaire which includes human rights and supply chain transparency questions. The process considers 21 indicators, including human rights and other ESG issues. This is done as part of onboarding, and during the lifecycle of the business relationship. Supporting evidence is provided by the supplier, which is assessed along with a review of publicly available supplier documentation, when available.

In order to raise awareness of our requirements and expectations, in Marketing's standard KYC, counterparties are pointed to the Code of Conduct, the Business Integrity Policy, the Responsible Sourcing Standard for Suppliers and to Anglo American's policies and standards in relation to Environment, Human Rights, Sustainability and Safety and Health and asked to certify that they have familiarised themselves with these.

In addition to our KYC process, we have put in place sustainability due diligence across our Sourcing and Origination deals. Our Sourcing and Origination sustainability framework applies across the deal lifecycle and includes screening and due diligence activities. Risk indicators related to modern slavery, including forced labour, and child labour are some of the categories assessed during the screening phase of the framework.

### Shipping

Anglo American is committed to a sustainable path forward for our controllable ocean freight, ensuring the delivery of essential resources to our customers around the world.

We charter vessels directly and we also manage freight through a range of commercial shipping and trading agreements.

As identified in our modern slavery hotspot analysis, shipping is a potential modern slavery risk area. It is therefore a key consideration in our directly chartered fleet. We have a strong focus on enhancing seafarer well-being and safety across our direct chartered vessels, which helps to create an environment where any modern slavery risks are minimised and any concerns relating to crew welfare are identified early and addressed before they escalate. Our actions include assessing crew welfare alongside safety and performance, which helps us ensure crew well-being carries equal weight in operational decision making. Seafarer welfare is embedded into inspection processes, commercial partnerships, and port operations with our directly chartered fleet, including by:

- Conducting approximately 130 ship visits in 2025 to enable meaningful engagement with seafarers and reinforce our commitment to safety and welfare. These visits help to build trust and connection with seafarers.
- Promoting participation in the Seafarer Happiness Index. For the ships we have under bareboat charter, we provide access to behavioural and mental resilience platforms such as Big Yellow Fish. The Seafarer Happiness Index includes questions about seafarer workload and payment of wages, with Anglo American regularly discussing results with vessel operators. The scores received in relation to our vessels are consistently higher than the global average.

## Other third-party diligence processes across Anglo American continued

- Establishing and fully funding permanent welfare hubs at Port of Açú, Brazil (from 2024) and Saldanha Bay, South Africa (from late 2025), directly supporting thousands of seafarers annually. See case study opposite.
- Working to ensure that seafarers across the bareboat fleet have live internet connectivity via Starlink, helping ensure that seafarers remain connected with their families and can freely raise concerns or seek assistance.
- Maintaining a relationship with Mission to Seafarers including funding and participating in welfare initiatives that strengthen seafarer well-being, as well as contributing to major fundraising efforts that help raise funds for global welfare programmes. Our shipping team is also able to utilise the Mission's established network of seafarer centres, and its visits to vessels, which allow us to gather further knowledge of human rights compliance on board.
- Other practical welfare measures for crew, such as covering taxi fares for seafarers going on shore leave. For the ships we have under bareboat charter, we provide funding to enable crew to be joined by families on vessels in certain circumstances.

All new potential counterparties to the ocean freight chain are evaluated based on our shipping team's internal review and data obtained from dedicated maritime-risk rating agencies. Additionally, vessels, operators and owners are examined based on past safety performance and compliance track record, including adherence to the Maritime Labour Convention and seafarers' rights. Every vessel presented to our shipping desk by our chartering or commodity teams must undergo a thorough vetting procedure to check compliance with maritime regulations and adherence to human rights standards on board.

### Action in focus: Seafarer welfare centres

Supporting seafarer welfare is essential to mitigate risks of modern slavery and ensure seafarers are treated with dignity and respect.

In 2023, Anglo American established and continues to fully fund the Seafarer Centre at the port of Açú, Brazil. The port is one of South America's busiest export hubs, serving vessels engaged in iron ore shipments, including from Anglo American's Minas-Rio project. It provides seafarers with access to reliable internet, recreational facilities, and spaces for rest and community interaction. By funding the centre entirely, Anglo American directly benefits thousands of crew members who transit through Açú each year (irrespective of whether they are serving on vessels chartered by Anglo American).

Building on this success, Anglo American launched a flagship initiative called Project Oasis at the remote port of Saldanha Bay, which is used by our Kumba Iron Ore business. This involved transforming a shipping container into a fully equipped seafarer centre. Anglo American funds this initiative, which is delivered by The Mission to Seafarers and provides high-speed WiFi, satellite television, and private video call facilities. This hub, set to serve approximately 1,500 seafarers annually, combats isolation and fosters emotional well-being.



# Training

**Anglo American strives to enable a continuous learning culture and ensure that our people are supported to build the knowledge and capability needed to help us meet our commitment to respecting human rights, including by addressing modern slavery risks.**

As outlined below, we provide general training about human rights, including labour rights, to employees as well as specialist training for team members who play a key role managing modern slavery risks, such as our Supply Chain Team.

Anglo American’s Executive Leadership Team and the Board’s Sustainability Committee also receive a human rights update, at least annually, during the reporting period.

Our suppliers play a key role in working with us to manage potential modern slavery risks. We continue to focus on developing local supplier capacity on responsible recruitment practices and sourcing. For example, in South Africa, we delivered a targeted in-person capacity building workshop to host-community suppliers at Kumba Iron Ore. The session focused on responsible sourcing, including key risks such as excessive working hours and expired contracts, and how to engage with Anglo American’s due-diligence processes. In total, 29 supplier representatives participated in the workshop.

## Training for our people

Training type	Overview	Completion rate
Code of Conduct Training	In addition to broader content, this online training covers our commitment to human rights and labour rights as part of our Code of Conduct.	The next scheduled training is planned for 2026. Failure by an employee to complete the mandatory training results in a 5% bonus reduction.
Modern slavery briefing for Executive Committee (Australian Steelmaking Coal business)	Delivered in June 2025, this session included information about how modern slavery occurs, the Australian MSA, and the steps Anglo American is taking to manage these risks.	This session was attended by relevant Executive Committee members.
Training for operational supply chain teams (Australian Steelmaking Coal business)	This training explains modern slavery, how Anglo American could be involved in modern slavery and the steps it is taking to respond, and the requirements of the Australian MSA.	Completed by key team members involved in procurement and purchasing.
Modern slavery training for supply chain leaders	This virtual training session delivered by our partners Slave-Free Alliance explained how modern slavery risks could occur in our supply chains, including key hotspots and risk factors. It included a deep dive on three specific hotspots: temporary labour; PPE and workwear; and tyres and rubber products. The training also included discussion of how responsible purchasing practices can help mitigate modern slavery risks, such as where procurement metrics reward worker well-being outcomes rather than focusing solely on cost and delivery outcomes.	The Heads of Supply Chain for all of our simplified portfolio operations as well as Supply Chain Performance managers in each operation attended the training. This totalled 13 key team members and will be cascaded further into the Supply Chain teams in 2026.

## Engagement and collaboration

Strong stakeholder relationships help us to better understand and communicate how our business activities are likely to affect or be of significant interest to our stakeholders and provide the opportunity to co-create effective solutions to challenges such as modern slavery. A summary of our stakeholder engagement related to modern slavery is provided below. For more information on our stakeholders' perspectives see our [Integrated Annual Report \(pages 16-19\)](#).

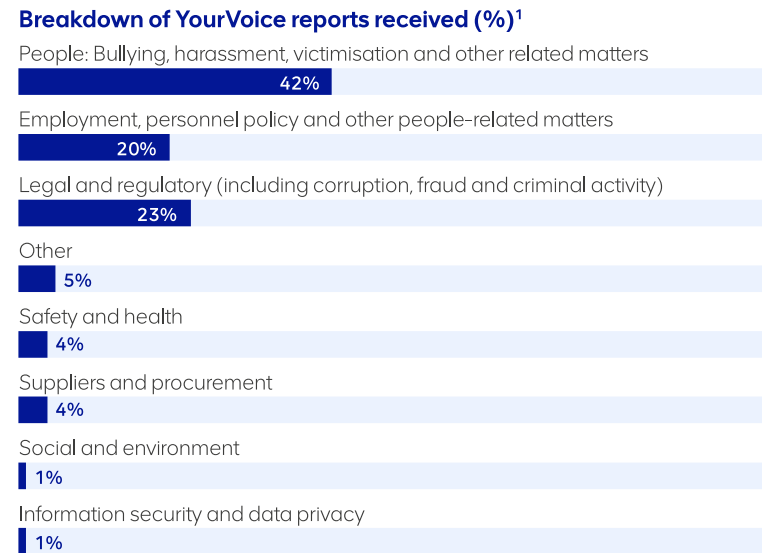
Stakeholder Group	Engagement Approach	Relevance to Modern Slavery in 2025
Employees	Our Board engages with our Global Workforce Advisory Panel, which is made up of 12 employees representing the countries where we have a significant presence. We also engage with workers' representatives. For example, we continued to engage with IndustriALL, the global union federation.	Engagement with our employees and workers' representatives supports us in maintaining a safe and fair working environment.
Suppliers and contractors	We engage with suppliers through several channels, including: one-on-one interactions through our supplier relationship management approach; engagement events; host-community procurement forums; capability development initiatives; various digital platforms; and our responsible sourcing programme.	A key area of engagement with suppliers and contractors is how to identify and mitigate the risk of modern slavery and labour rights abuses within the supply chain.
Communities	We nurture relationships with host communities through our social performance system, the Social Way.	Livelihoods was one of the issues important to community stakeholders in 2025. Through our Inclusive Procurement programme, we contribute to a supply chain that supports diversified economic growth and sustainable livelihoods within mining communities. Our Inclusive Procurement programme is complementary to our wider Responsible Sourcing approach.
Customers	We continued to engage with customers on our modern slavery approach, including by completing customer questionnaires.	Engaging with our customers on modern slavery supports us to understand evolving expectations and communicate our approach.
Civil society	We continued to partner with Slave-Free Alliance, a global NGO that supports organisations to optimise their efforts around responsible supply chain practices and the elimination of modern slavery.	The cross-sector relationships we forge with NGOs and other groups enable us to be a more responsible and effective business. For example, Slave-Free Alliance has supported us to review and plan enhancements to key aspects of our modern slavery approach, as well as deliver training to key decision makers in the supply chain.
Investors	Through our investor relations team, we have an active engagement programme with key financial and sustainability audiences, including institutional shareholders.	Sustainability remains important to our investors; this includes climate change, water, nature and biodiversity, community relations, human rights, and safety; and we engage our investors on management of modern slavery risks as part of our discussions.
Governments and multilateral institutions	Our human rights lead attended the annual UN Forum on Business and Human Rights in Geneva.	Our engagement enabled us to hear perspectives and learnings from a range of stakeholders relating to business and human rights issues for the extractives sector, including modern slavery.
Industry associations	Our advocacy role on the international stage, which includes our work with industry organisations ranging from the ICMM and the International Copper Association, to the Minerals Councils of South Africa, Euromines and Eurometaux, is helping to make mining safer, cleaner, more sustainable and attuned to the modern world's expectations for the mining industry of the future.	While not necessarily modern slavery focused, our engagement with industry associations includes a broader focus on sustainability.

# Grievance mechanisms and remedy

**In line with our Human Rights Policy, where we identify that we have caused or contributed to adverse human rights impacts, including modern slavery, we will participate in remediation as appropriate, in line with the expectations in the UNGPs.**

We have a number of mechanisms through which stakeholders can raise concerns, including Group-wide whistleblower mechanisms, YourVoice and site-level grievance mechanisms.

Stakeholders can raise any concerns through our YourVoice whistleblower mechanism. In this reporting period modern slavery was not reported. Nevertheless, responding to concerns, including those related to bullying and harassment and suppliers and procurement, is part of our broader commitment to respect labour rights, and to create an environment where concerns can be safely raised and addressed. During 2025, we received 1,254 reports, covering a range of topics. A total of 1,335 allegations were closed during the course of the year, which included intakes from prior years. Of the closed allegations, approximately 21% were substantiated or partially substantiated. Appropriate actions were taken by management against substantiated allegations, in accordance with our policies, resulting in 229 sanctions against employees and contractors, which included 96 exits from the organisation. While we did not identify any modern slavery allegations through our grievance mechanisms in 2025, we recognise that a lack of allegations or reports of modern slavery does not of itself mean that modern slavery is not present in our operations and supply chains.



(1) Computational discrepancies may occur due to rounding

## Action in focus: Enhancing a site-based grievance mechanism

Anglo American operates across a range of locations which each have their own unique local context. We understand the importance of ensuring our grievance mechanisms are tailored to the local context and the needs of potential users and that we are able to evolve our approach as needed.

During 2025, we took steps to enhance our grievance mechanism processes at one of our sites to give us better visibility and oversight of risks related to contracted workers present at the site. This followed the receipt of reports through our Group-wide YourVoice platform about bullying and harassment at the site relating to contracted workers engaged through a supplier. The supplier subsequently undertook an investigation in consultation with Anglo American. However, Anglo American team members at site were concerned that similar issues could be occurring with other contractors at site.

Drawing on team members' experiences with community grievance mechanisms, the existing site-based community-facing grievance mechanism was extended to cover all workers at site. The system was updated to enable contractors, Anglo American employees and community members to raise concerns through one mechanism with reports escalated internally to relevant Anglo American

teams. The team member responsible for managing the mechanism now attends employee and contractor forums and collates any concerns raised during these events, entering these into the grievance-mechanism system for further assessment and follow-up.

These changes increased our ability to address additional concerns about which Anglo American may not otherwise have had visibility. For example, based on feedback through the mechanism, the site was able to identify that high worker turnover at a specific supplier was related to unresolved issues with working conditions and shift patterns.

Increased visibility of worker concerns has also supported the Anglo American team at this site to make targeted changes to improve workers' experiences. Importantly, this work has been progressed in partnership with the suppliers who provide contracted workers to our site. This has enabled us to communicate the reasons for our approach and address any concerns from our suppliers' management teams. We are also working to ensure the revamped mechanism serves as a tool for continuous learning, including by implementing a monthly review of concerns received by the site executive committee. Going forward, we will continue to work to raise awareness of the mechanism across the site.

## Our Grievance Mechanism Ecosystem

We make a number of mechanisms available to relevant stakeholders to support them to safely raise concerns with us. This could include concerns related to modern slavery or other human rights harms.

### YourVoice (Group-wide whistleblower mechanism)

**Scope:** Confidential reporting service available to 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 as well as other concerns about human rights, which could include modern slavery. Operated by an independent multilingual whistleblowing service provider.

**How complaints are managed:** All YourVoice reports are assessed and investigated as appropriate by a dedicated investigation team based across the Group. The team uses a standardised investigation framework.

**Usage:** During 2025, we received 1,254 reports through the YourVoice channel, compared to the 1,376 reports received in 2024. None of these reports related to modern slavery (see breakdown for further detail).

### Site-level grievance mechanisms

**Scope:** Through our Social Way Policy, sites are required to implement grievance management procedures to allow for the reporting of social consequences, and all grievances must be screened. Site-level mechanisms should follow the effectiveness criteria for operational-level grievance mechanisms in the UNGPs and be open to external stakeholders, including contractors and local communities.

**How complaints are managed:** Grievances and incidents of a higher social consequence level would be escalated to Group level.

**Usage:** In 2025, no modern slavery related concerns were identified through our site level mechanisms.

### Supplier-operated grievance mechanisms

**Scope:** Our Responsible Sourcing Standard for Suppliers requires suppliers to provide or allow access to a grievance mechanism, including YourVoice.

**How complaints are managed:** If suppliers became aware of a modern slavery concern relating to goods or services they provide to us, we would expect them to notify us.

# Measuring our effectiveness

**We recognise that assessing the effectiveness of our overall approach is a critical component of our response to modern slavery and is key to continuous improvement.**

**What is an effective modern slavery response?**

For Anglo American, an effective approach to managing modern slavery risks includes meeting the following goals:

- Clear policies and governance processes that set modern-slavery-related expectations of personnel and business partners across the supply chain.
- Robust due diligence processes for our suppliers and other business partners to identify, mitigate and account for how modern slavery risks are addressed.
- Processes to enable the remediation of any modern slavery related incidents which we identify we have caused or contributed to, including grievance mechanisms that align with the UNGPs’ effectiveness criteria for non-judicial grievance mechanisms.

The table below shows how we work to understand our effectiveness across each of these three areas, with a focus on our supply chain including metrics that can help us to understand the outcomes of our work.

Key area	Relevant metrics	Our progress in 2025
Clear policies and governance processes that set modern slavery related expectations of personnel and business partners across the supply chain.	<ul style="list-style-type: none"> <li>– Whether relevant policies have been reviewed to ensure they remain fit for purpose.</li> <li>– Number of engagements with our Human Rights Working Group.</li> <li>– Percentage of employees who completed Code of Conduct training.</li> </ul>	<p>We progressed work to develop a new internal Responsible Sourcing Standard and enhance our Contractor Performance Management framework.</p> <p>We also reviewed relevant policies and governance processes relevant to responsible sourcing through an external gap analysis.</p>
Robust due diligence processes for our suppliers and other business partners to identify, mitigate and account for how modern slavery risks are addressed.	<p>Group reported metrics for managed supply chain:</p> <ul style="list-style-type: none"> <li>– Number of SAQs requested and completed by suppliers.</li> <li>– Number of supplier audits.</li> <li>– Percentage of suppliers with agreed corrective action/improvement plans.</li> <li>– Number of suppliers assessed for social impacts.</li> <li>– Number of suppliers on capability development programmes.</li> </ul> <p>Processes and performance metrics vary by Business.</p>	<p>We continued to undertake SAQs, including starting an SAQ renewal campaign at our Kumba operations where suppliers that had not completed a new SAQ in the past two years were targeted for renewal.</p>
Processes to enable the remediation of any modern slavery related incidents which we identify we have caused or contributed to, including grievance mechanisms that align with the UNGPs’ effectiveness criteria for non-judicial grievance mechanisms.	<ul style="list-style-type: none"> <li>– Grievance mechanisms are trusted by and accessible to stakeholders.</li> </ul>	<p>We received over 1,200 reports through our YourVoice channel, indicating stakeholders are aware of and willing to use this mechanism. With SFA, we have identified increasing visibility of supplier grievance management as an improvement area.</p>

**Action in focus: Assessing the effectiveness of our Responsible Sourcing Programme**

External expert reviews can play an important role in determining whether key modern slavery risk management actions remain fit for purpose and how they can be further strengthened. In 2024, Anglo American commenced a three-year partnership with Slave-Free Alliance (SFA), an international social enterprise supporting organisations to protect their operations, supply chains and people from modern slavery and labour exploitation. During the reporting period, we worked with the SFA to finalise a gap analysis of our Responsible Sourcing Programme for our managed supply chain. Importantly, the gap analysis assessed key areas of our Responsible Sourcing Programme in detail, including management systems, supplier risk assessments, and worker voice and remediation. This has identified strengths and areas for improvement across the programme, including internal procedures, which will help us to enhance its effectiveness. The SFA will also assist with training on modern slavery risk management to support implementation of strengthened processes and procedures.

# Appendix 1 – Reporting entities

Entity	Description
<b>UK MSA reporting entities</b>	
Anglo American plc (company number 03564138)	Global mining company listed on the London, Johannesburg, Swiss, Botswana and Namibia stock exchanges.
Anglo American Services (UK) Ltd (company number 02295324)	Principal activity is an investment holding company and provides management services to certain companies in the Group.
Anglo American Marketing Limited (company number 00405724)	Principal activity is the sale of nickel, copper, and iron ore to international customers, as well as the provision of sales services for various commodities produced by the Group or sourced from third parties, and the provision of marketing and other supporting services for certain companies in the Group.
Anglo American Technical & Sustainability Services Limited (company number 11352289)	Provides management, technical and consultancy services to certain companies in the Group.
Kumba International Trading Limited (company number FC035694)	Principal activity is the sale of iron ore to international customers in Europe, as well as to its subsidiary Kumba Singapore Pte Ltd which in turn sells the iron ore to customers in China and other countries in Asia Pacific region. Some additional sales are made by the Company to customers in Africa, the Americas and the Middle East.
<b>Australian MSA reporting entities</b>	
Anglo American Technical & Sustainability Services Limited (company number 11352289)	Provides management, technical and consultancy services to certain companies in the Group.
Anglo American Australia Limited (ACN 004 892 371)	Ultimate Australian holding company for the Australian steelmaking coal and corporate companies.
Anglo American Steelmaking Coal Holdings Limited (ACN 079 017 940)	Main sub-holding company for Anglo American’s steelmaking coal operations in Australia.
Anglo Coal (Dawson) Holdings Pty Ltd (ACN 100 197 699)	Holding company for Anglo American’s interests in the Dawson coal mine.
Anglo American Steelmaking Coal Assets Pty Ltd (ACN 081 022 246)	Subsidiary of Anglo American Steelmaking Coal Holdings Limited and the main sub-holding company for Anglo American’s coal joint venture participant and operating companies.
Anglo American Steelmaking Coal Assets Eastern Australia Limited (ACN 009 727 851)	Subsidiary of Anglo American Steelmaking Coal Assets Pty Ltd and a sub-holding company for various companies.
Anglo Coal (Dawson) Limited (ACN 100 155 342)	Joint venture participant company that holds a 51% interest in the Dawson joint venture. The company is also a sub-holding company for various Dawson companies.
Anglo Coal (German Creek) Pty Limited (ACN 081 022 415)	Joint venture participant company that holds a 56.97% interest in the Capcoal joint venture, which includes the Aquila underground mine, and the Lake Lindsay open pit mine. It also holds a 52.7% interest in the Roper Creek joint venture.
Moranbah North Coal Pty Ltd (ACN 007 083 249)	Joint venture participant company that holds an 88% interest in the Moranbah North Coal Joint Venture which owns the Moranbah North underground longwall mine and the Grosvenor underground longwall mine, both of which are located near the township of Moranbah in Central Queensland.

## Appendix 2 – How our statement addresses the UK MSA and Australian MSA reporting criteria

UK MSA recommended reporting criteria	Australian MSA mandatory reporting criteria	Reference in this Statement
N/A	Identify the reporting entity.	About this statement ( <a href="#">page 2</a> ) Appendix 1 ( <a href="#">page 23</a> )
Organisation’s structure, its business and its supply chains	Describe the reporting entity’s structure, operations, and supply chains.	Our business at a glance ( <a href="#">page 4</a> ) Our business model ( <a href="#">page 5</a> ) Anglo American Group managed supply chain ( <a href="#">page 6</a> )
The parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps it has taken to assess and manage that risk	Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls.	Our modern slavery risks ( <a href="#">page 8</a> ) How we manage modern slavery risks ( <a href="#">page 12</a> ) Grievance mechanisms and remedy ( <a href="#">page 21</a> )
<small>*Note: steps taken to assess and manage that risk are also described below.</small> Its policies in relation to slavery and human trafficking	Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes.	How we manage modern slavery risks ( <a href="#">page 12</a> ) Grievance mechanisms and remedy ( <a href="#">page 21</a> )
Its due diligence processes in relation to slavery and human trafficking in its business and supply chains		
The training about slavery and human trafficking available to its staff	Describe how the reporting entity assesses the effectiveness of such actions.	Measuring our effectiveness ( <a href="#">page 22</a> )
Its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate.		
N/A	Describe the process of consultation with (i) any entities the reporting entity owns or controls; and (ii) for a reporting entity covered by a joint statement, the entity giving the statement.	About this statement ( <a href="#">page 2</a> )
N/A	Include any other information that the reporting entity, or the entity giving the statement, considers relevant.	Message from the Chief Executive ( <a href="#">page 3</a> ) Appendix 2 ( <a href="#">page 24</a> )

# Contacts and other information

## Forward-looking statements and third-party information

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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