
COMPLIANCE WITH THE INTERNATIONAL COUNCIL FOR MINING AND METALS ASSURANCE.

2025

As a member of the International Council on Mining and Metals (ICMM), Anglo American adheres to the ICMM Assurance Procedure. This statement sets out how we respond to the five Subject Matters contained within this Procedure. The IBIS assurance report in the Integrated Annual Report 2025 on pages 173-176 contains their findings in respect of our response to the ICMM Assurance Procedure.

Alignment of Anglo American's policies to ICMM's 10 Sustainable Development Principles

ICMM requirement

Anglo American response

Principle 1

Implement and maintain ethical business practices and sound systems of corporate governance

<p>Develop and implement company statements of ethical business principles, and practices that management is committed to enforcing.</p>	<p>During 2019, we launched our Purpose statement Re-imagining mining to improve people's lives.</p> <p>Linked to this work, our six values, Safety, Collaboration, Care and Respect, Integrity, Accountability, and Innovation were given new definitions and rebranded.</p> <p>The Anglo American Code of Conduct outlines our approach to ethical business practices. For more information on our Code of Conduct Visit angloamerican.com/code-of-conduct</p> <p>Our Conducting Business with Integrity Policy sets out the standards of ethical business conduct that we require at every level within our business – including our subsidiaries and those joint operations we manage – in combating corrupt behaviour. For non-managed joint operations, we seek to influence the adoption of a framework commensurate with the requirements of our policies, procedures and standards and, at a minimum, to comply with local laws and associated requirements. In line with this approach, our intention is that industry associations of which we are a member follow commensurate principles.</p> <p>The Trusted Corporate Leader theme of our updated Sustainability Strategy includes the area of ethical value chains that support and reinforce positive human rights and sustainability outcomes through our value chains. We require all our suppliers to comply at a minimum with all relevant laws and applicable industry regulations. We also expect them to meet Anglo American's policies, site requirements and other supply conditions, including those outlined in our Responsible Sourcing Standard. The standard sets out our conditions for working with our business. This includes our expectations of suppliers in relation to protecting the health and safety of workers and the environment, respecting labour, and human rights, contributing to thriving communities, and ethical business conduct. The Standard also clarifies steps that suppliers must take to comply with the standard.</p>
<p>Implement policies and practices that seek to prevent bribery and corruption.</p> <p>Comply with or exceed the requirements of host-country laws and regulations.</p>	<p>Our Conducting Business with Integrity Policy sets out the standards of ethical business conduct that we require at every level within our business – including our subsidiaries and those joint operations we manage – in combating corrupt behaviour. For non-managed joint operations, we seek to influence the adoption of a framework commensurate with the requirements of our policies, procedures and standards and, at a minimum, to comply with local laws and associated requirements. In line with this approach, our intention is that industry associations of which we are a member follow commensurate principles.</p> <p>Anglo American's chief executive officer is accountable for the Code of Conduct and for overseeing that its related policies are implemented.</p> <p>At a Group level, the Compliance Committee supports the Audit Committee and the ELT in overseeing the implementation of an annual compliance management programme that supports building and sustaining a culture of compliance aligned with our Conducting Business with Integrity policy requirements.</p> <p>Regular updates are provided to the Compliance Committee on management plans across the businesses, risk management, mitigation actions and wider improvement initiatives.</p> <p>Compliance Management Programme (CMP) Our Compliance Management Programme is the framework used to implement key business-integrity requirement. The Programme covers topics such as bribery and corruption, fraud, competition compliance, tax evasion, data privacy, money</p>

	<p>laundering and sanctions. The CMP is managed by our Group Ethics, Compliance and Investigations (ECI) team, and is implemented Group-wide with the support of our network of compliance co-ordinators.</p> <p>We use the CMP risk-assessment process, trend and root-cause analyses, together with external best-practice sources, to identify areas for improvement.</p> <p>In response to the new UK Economic Crime and Corporate Transparency Act (ECCTA), risk assessments were conducted across the businesses. The results have been instrumental in defining priorities and areas of focus, and in the ongoing maturation of our risk-control framework. A Fraud Standard has been developed and published, and training and awareness campaigns have been completed.</p> <p>The Audit Committee reviews the effectiveness of the Group's Code of Conduct and the arrangements to counter the risk of bribery and corruption. The Audit Committee reviewed the ongoing efforts to strengthen ethical business conduct and compliance across the Group, including updates on anti-bribery and fraud controls, the Compliance Management Programme, training and awareness initiatives, and whistleblowing reports and investigations.</p> <p>During 2025, we received 1,254 reports through the YourVoice channel, compared to the 1,376 reports received in 2024. 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. All YourVoice reports are assessed and investigated as appropriate by a dedicated investigations team which operates across the Group using a standardised investigation framework. 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.</p> <p>We embed our policy commitments for responsible business conduct through a structured governance framework and operational integration. The Group Code of Conduct and supporting policies and standards set clear expectations for ethical behaviour, reinforced by senior leadership accountability and monitored by dedicated committees.</p> <p>Anglo American is a signatory of the UN Global Compact and is committed to its 10 principles of business, including fighting corruption, extortion and bribery. We use our annual performance in the Business Conduct and Ethics categories of the Dow Jones Sustainability Index as an opportunity to benchmark best practice and work to continuously improve our internal processes and level of disclosure.</p> <p>We are signatories to the World Economic Forum's Partnering Against Corruption Initiative, joining global businesses in a commitment to zero tolerance of corruption in any form.</p> <p>Additionally, our active membership in Transparency International give us access to valuable insights and global initiatives addressing corruption, further strengthening our commitment to ethical business conduct.</p> <p>In September, we hosted our annual Action for Integrity week which included a leadership video and a guest speaker even with Transparency International UK, attended by over 200 participants.</p> <p>We also enhance our compliance co-ordinator network with regular lunch-and-learn sessions, and distributed staff communications on compliance topics through global channels.</p>
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<p>Partner with governments, industry, and other stakeholders to achieve appropriate and effective public policy, laws, regulations, and procedures that facilitate the mining, minerals, and metals sector's contribution to sustainable development within national sustainable development strategies.</p>	<p>Anglo American's commitment to collaborate with stakeholders, including governments, is included in the Code of Conduct, Government Relations Handbook, and the Social Way.</p> <p>We aim to engage on issues that affect our business in a way that is collaborative and supportive of society's wider goals. We are a signatory to the UN Global Compact, a supporting company of the Extractive Industries Transparency Index (EITI), aligned with the UN Guiding Principles on Business and Human Rights and committed to the Voluntary Principles for Security and Human Rights. We have been actively engaged in the development and adoption of some of the most robust and trusted sustainability certification programmes for the mining sector, including the Initiative for Responsible Mining Assurance (IRMA), the Mining Association of Canada's Towards Sustainable Mining (MAC TSM), the Responsible Jewellery Council (RJC), the ICMM, the Copper Mark standards and the development of the Consolidated Mining Standard Initiative (CMSI). Examples of issues we have prioritised in the past includes HIV/AIDS, revenue transparency and human rights.</p> <p>We are signatories to the World Economic Forum's Partnering Against Corruption Initiative, joining global businesses in a commitment to zero tolerance of corruption in any form.</p> <p>We are a founding sponsor of the World Bank's Climate Smart Mining Initiative, which aims to support the application of a climate-smart approach to mining, especially in resource-rich developing countries.</p> <p>For more information refer to material matter: Advocacy in the Sustainability-related Disclosure Supplement 2025 (see pages 99-101).</p>
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Principle 2

Integrate sustainable development considerations within the corporate decision-making process

<p>Integrate sustainable development principles into company policies and practices.</p>	<p>Anglo American’s longstanding and holistic approach to sustainability helps to build trust with our employees and stakeholders across society, reduces operational risk and delivers direct financial value for our business. Our reputation as a responsible mining company supports our ability to access future resource development opportunities, both from the significant endowments within our business and more broadly – critical to delivering our growth ambitions.</p> <p>Designed to be a flexible, living approach, we have updated our Sustainability Strategy to ensure that our sustainability ambitions remain relevant and deliver tangible value for our many stakeholders.</p> <p>Our updated strategy and targets are for our simplified portfolio and apply from 2026. It continues to be founded on three themes – Trusted Corporate Leader, Healthy Environment, and Thriving Communities – but with renewed areas of focus, concentrating our efforts where they matter most and tailored to what can make the biggest difference for host communities and the natural environment close to our operations.</p> <p>The principles behind our updated approach are to ensure that we continue to protect and create value for our many stakeholders, while tailoring our longstanding sustainability commitments to a local and business-specific context.</p> <p>To this end, in our updated Sustainability Strategy, we maintain Group-wide targets on Safety, Climate, Nature, and Livelihoods. We have localised Water, Health, and Education targets to prioritise local needs and maximise positive impact. We are maintaining our strong foundation in human rights and responsible mining and we will continue to use our global voice to advance the case for responsible mining across the industry.</p> <p>For more information on our updated Sustainability Strategy refer to page 11 of our Integrated Annual Report 2025.</p>
<p>Plan, design, operate and close operations in a manner that enhances sustainable development.</p> <p>Implement good practice and innovate to improve social, environmental, and economic performance, while enhancing shareholder value.</p>	<p>Our updated Sustainability Strategy outlines our strategic approach to sustainability and upholds our commitment to being stewards of the natural environment in which we operate. We look beyond what we can achieve alone, collaborating globally with a diverse range of partners to develop and implement sophisticated solutions that support our sustainability ambitions. We believe that delivering positive outcomes for the environment in turn delivers positive outcomes for people and our business. This is consistent not only with our Purpose and our updated Sustainability Strategy, but also with the UN SDGs and Kunming-Montreal Global Biodiversity Framework.</p> <p>Our approach prioritises the environment throughout the lifespan of our operations. We look at the entire ecosystem to understand the intertwining relationships of people, nature, climate, air, water, land, and the economy.</p> <p>Our Mine Closure Toolbox (MCT) is a structured, risk-based guidance tool for planning and managing any closures. It supports our operations to comply with the requirements of the Mine Closure Standard. It also covers social transition by embracing our Social Way, focusing on economic diversification, and establishing sustainable post-mining land (PMLU) uses while we are operating.</p> <p>Our Mine Closure Standard requires an integrated risk assessment to be completed as part of the mine-closure plan. The risk assessments assist our mines in establishing closure criteria to achieve agreed post-mine land uses for physical, biophysical, social and financial risk areas. In 2024, we provided all our operations with additional guidance related to the development of carbon-neutral mine-closure</p>

	<p>plans, based on the learnings from the more regenerative mine-closure plan we developed for our Woodsmith project in 2023.</p> <p>As outlined in the Mine Closure Standard, undiscounted premature and life of asset closure liabilities are reviewed internally and updated every year, followed by a third-party review of the undiscounted estimate and basis of estimate every three years. The overall closure plan itself, including the basis of estimate, vision and PMLU plan, must also be reviewed and updated by a third party every five years.</p> <p>Our regenerative approach to mine closure allows us to find opportunities through embracing nature-based solutions, circularity and local economic diversification and, in doing so, reduces liabilities and the dependency created by mining. To help ensure that responsible mine closure provides suitable socio-economic opportunities for host communities and that divestments are completed responsibly, we integrate the Social Way into our processes to help reduce social dependency ahead of mine closure. We also work to ensure local procurement spending and social initiatives continue to provide communities with economic opportunities during the mine-closure process.</p> <p>Collaborative regional development (CRD) model supports delivery of our sustainability targets by providing a partnership-based model designed to catalyse scalable and sustainable regional development in geographies where we see an opportunity to co-create development opportunities. Our CRD initiatives are designed to provide long-term job opportunities in communities independent of our mines, so they can prosper when an operation reaches the end of its lifecycle.</p>
<p>Encourage customers, business partners and suppliers of goods and services to adopt principles and practices that are comparable to our own.</p>	<p>Responsible Sourcing focuses on embedding ethical practices and environmental protection, as well as labour and human rights standards, across our global supply base, ensuring that goods and services are delivered to Anglo American without harm to people and the environment.</p> <p>With thousands of suppliers globally and significant procurement spend, we recognise the influence we have in promoting fair labour practices, protecting the environment and driving positive socio-economic outcomes. Our approach ensures that suppliers meet stringent standards that align with our Values and sustainability ambitions.</p> <p>Our responsible Sourcing Standard sets clear expectations for suppliers on health and safety, environmental stewardship, labour and human rights and ethical business conduct.</p> <p>The standard is supported by a due diligence framework that includes supplier self-assessments and independent third-party audits. This framework enables us to identify and manage risks across categories such as temporary labour, heavy mining equipment, chemicals, and logistics services in high-risk geographies.</p> <p>Supplier onboarding requires confirmation of compliance with Anglo American policies, including Responsible Sourcing, Business Integrity and Safety, as well as compliance with local laws. We also require attestations on sustainability topics such as environmental compliance, fair labour practices and anti-bribery measures.</p> <p>Where potential breaches are identified, we adopt a development approach: suppliers are given the opportunity to engage with us and remediate issues through corrective action plans, supported by follow-up and escalation routines. Termination of relationships is considered only when remediation fails.</p> <p>For more information refer to material matter: Responsible Supply Chain in the Sustainability-related Disclosure Supplement 2025 (see pages 90-91).</p>

<p>Provide sustainable development training to ensure adequate competency at all levels among our own employees and those of contractors.</p>	<p>At Anglo American, we believe that every colleague should be properly trained and qualified to do their job safely and effectively.</p> <p>As we look forward to the future requirements of the business, our integrated learning strategy is focused on promoting a learning culture. The ambition of the strategy is to build capable people who grow and develop each day. Our learning strategy creates three clear areas of focus, namely: protecting the business; delivering excellent execution; and growing future skills.</p> <p>My Learning, our integrated learning platform, offers a single, user-friendly interface for both assigned and discretionary learning that makes it easy for colleagues to access a wide range of learning content. This complements, and is used alongside, our face-to-face training and learning delivered in the line of work.</p> <p>During the year, colleagues accessed 10,820 learning courses through our learning platforms. Courses taken included specialist technical, use-level technical, interpersonal and leadership skills development. In total, 635,279 learning-course completions, comprising e-learning, virtual classroom and classroom learning, were recorded on the global Learning Management System (LMS) in 2025. These covered a full range of compliance, technical and non-technical courses.</p> <p>In 2025, we continued our focus on safety and striving to ensure our people have the relevant skills and capabilities in regard to both physical and psychological safety. As a result, we developed courses in operational risk management, emergency management and mine-incident awareness, with 30,008 employees completing these courses. In terms of mental well-being, Anglo American released two courses, with a focus on mental health, and change management support. Supervisory effectiveness was identified as the single biggest capability priority. An extensive needs analysis was conducted, including a series of human-centred design workshops to hear the voices of learners, managers and senior leaders and include their input in the design of the learning programme. We established the need to enable our supervisors to go beyond understanding site procedures and standards through developing situational judgement skills. The resultant programme enables our frontline leaders to fully understand their responsibilities and the required technical know-how.</p> <p>In 2025, we remained committed to the learning and development of our workforce, aiming to cultivate a culture of continuous, self-driven and personalised learning. Our central point of access called My Learning is where each employee has access to Learn+ as well as their assigned training on the learning management system, thereby simplifying access to learning. We release trending learning topics each month, guided by global trends, as well as organising company-specific events, thereby assisting employees to stay abreast of the latest trends and topics in order to continuously upskill themselves.</p> <p>For more information refer to material matter: Training and upskilling opportunities in the Sustainability-related Disclosure Supplement 2025 (see pages 70-72).</p>
<p>Support public policies and practices that foster open and competitive markets.</p>	<p>Our public policy engagement, like all our activities, is aligned with our Code of Conduct. A set of internal guidelines also helps us to monitor and respond to society's expectations and demands. For more information on our Code of Conduct: www.angloamerican.com/code-of-conduct</p> <p>Anglo American's commitment to collaborate with stakeholders, including governments, is included in the Code of Conduct, Government Relations Handbook and Social Way. Our Code of Conduct, Business Integrity Policy, and</p>

	<p>Prevention of Corruption Procedures set out the conduct required to guard against bribery and corruption risk.</p> <p>We have also participated in South Africa, in the UN Global Compact Young SDG Innovators, a nine-month programme aimed at connecting global business leaders, policymakers, civil society and academia to take action on the SDGs.</p> <p>In Chile, we held our second and third Accountability Forums in July and in November 2025. Their focus was on tailings management, nature and biodiversity, key issues for local stakeholders. The forums, convened and steered by a council of experts, with the collaboration of the Inter-American Development Bank, aim to generate wider transparency on how we monitor, communicate, and report key environmental and social data.</p> <p>We are a founding sponsor of the World Bank’s Climate Smart Mining Initiative, which aims to support the application of a climate-smart approach to mining, especially in resource-rich developing countries.</p> <p>Our public policy engagement covers a range of issues, including the transition to a low-carbon economy and, therefore, climate change. This is particularly so in relation to the increased public discourse on the role of critical minerals for the low-carbon transition. In 2025, we continued to support the development of policy aimed at scaling finance to support the whole of economy transition to a lower-carbon world through membership of one of the working groups of the Transition Finance Council.</p> <p>For more information refer to material matter: Advocacy in the Sustainability-related Disclosure Supplement 2025 (see pages 99-101).</p>
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Principle 3

Uphold fundamental human rights and respect cultures, customs, and values in dealings with employees and others who are affected by our activities

<p>Ensure fair remuneration and work conditions for all employees, and never use forced, compulsory or child labour.</p> <p>Implement policies and practices designed to eliminate harassment and unfair discrimination in all aspects of our activities.</p>	<p>Our commitment to respect human rights, as stipulated in our Human Rights Policy, includes recognition of all internationally recognised human rights, including the International Labour Organization (ILO) Core Labour Rights, and is aligned with the UN Guiding Principles on Business and Human Rights.</p> <p>Refer to our human rights policy in our download centre on our website</p> <p>As per The Anglo American Code of Conduct, we are committed to the International Labour Organisation’s core labour rights, covering the right to freedom of association and collective bargaining, the right to equal remuneration for equal work, and a zero-tolerance approach to modern slavery, forced labour, child labour and unfair discrimination. We are committed to ensuring that every employee at Anglo American earns a fair wage, and we are confident that this principle is applied to all our employees in each of our locations.</p> <p>Refer to our Code of Conduct in our download centre on our website.</p> <p>We implement a performance-management and remuneration framework that is designed to reward our people based on their performance and recognised potential, giving equal emphasis to delivery and behaviour through a combination of short- and long-term incentives. Our remuneration policy is competitive and we offer free shares to employees, as well as the opportunity to purchase further shares in the company through our share ownership schemes.</p> <p>For more information refer to section 2-19 Remuneration Policies and section 2-20 Process to determine remuneration in the Sustainability-related Disclosure Document 2025 (see pages 20-24).</p>
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At Anglo American we are inclusive by design. Embedded in our culture and supported by our Leadership Framework, inclusion and diversity (I&D) is woven into the fabric of who we are at Anglo American; it is not something extra for leaders to do. Focusing on the behaviours we exhibit, and how we work to create an environment where people feel empowered, valued and safe, the firm belief remains that inclusion enables everyone to be themselves and deliver their best work regardless of age, gender, ethnicity, religion, disability, sexual orientation, education or national origin. By nurturing a safe space where we all belong, we will create a better business for everyone.

Our inclusion and diversity strategy is supported by a suite of global and local policies that we regularly update and supplement to ensure continued alignment with current best practice, as well as internal and external priorities. Our overarching Inclusion and Diversity Policy is supported by our Enabling Strategy (a framework for addressing disabilities in the workplace); Zero-tolerance Policy on Bullying, Harassment and Victimisation, including sexual harassment; and our Recognising and Responding to Domestic Violence Policy. It is also supplemented by our Family Friendly and Carer Leave Policy and Flexible Working Policy and, in the UK, by our Menopause and Transgender policies. These policies and approaches across inclusion and diversity are helping to build overall well-being of our people and provide psychologically and physically safe work environments for everyone.

We recognise that as a global business we have a responsibility to not only take a stance against bullying, harassment and victimisation in our workplaces, but to take proactive steps to eliminate them. Our Global Bullying, Harassment and Victimisation Policy sets out our zero-tolerance approach and is supported by our ongoing Stand Up for Everyone internal campaign. As part of this policy, we encourage reporting of incidents through confidential channels and we track levels of reporting across the organisation.

Our zero-tolerance approach extends to protect our employees from domestic violence and abuse, and our policy sets out support for survivors and consequences for perpetrators. We provide mandatory Stand Up for Everyone training for our colleagues to ensure they are aware of our zero-tolerance approach, are familiar with our reporting structures, and feel confident to act as inclusion and diversity advocates.

Training on how to address bullying, harassment and victimisation, as well as domestic violence, continues to be rolled out to all colleagues through online and face-to-face modules. We offer practical support to help colleagues affected by domestic abuse or violence, either directly or as a bystander, regardless of gender and sexual orientation. We also offer various types of support, including paid leave, flexible working time, financial assistance, safe accommodation and access to a comprehensive risk assessment and safety plan.

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

During 2025, we received 1,254 reports through the YourVoice channel, compared to the 1,376 reports received in 2024. 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.

All YourVoice reports are assessed and investigated as appropriate by a dedicated investigations team which operates across the Group using a standardised investigation framework. Appropriate actions were taken by management against substantiated allegations, in accordance with our policies, resulting in 229

	<p>sanctions against employees and contractors, which included 96 exits from the organisation.</p>
<p>Engage constructively with employees on matters of mutual concern.</p>	<p>Our commitment to employee (and other) stakeholder engagement is included in our Code of Conduct and Human Rights Policy.</p> <p>We take a decentralised approach to working with trade unions, works councils and other representative bodies, enabling our businesses to address specific issues and concerns affecting them.</p> <p>We continue to engage with IndustriALL, the global union federation, on topics such as health, safety and gender-based violence (GBV); our Sustainability Strategy and the UN SDGs; our Code of Conduct, and policy matters of shared interest.</p> <p>Tripartite Structures – a partnership between the mining regulator, organised labour and industry councils to jointly address health and safety issues in the workplace – continues to operate in South Africa and Australia.</p> <p>In 2019, we established the Global Workforce Advisory Panel, in line with the 2018 Corporate Governance Code.</p> <p>Our Global Workforce Advisory Panel helps the Board to better understand the views of our workforce, in line with the recommendations of the UK Corporate Governance Code. The Panel comprises of 11 employees, representing the countries where we have a significant presence. Panel members are nominated using agreed criteria set out in its terms of reference and selected to ensure representatives throughout the organisation are appropriately balanced across the areas of gender, ethnicity, age and seniority.</p> <p>In 2025, we introduced a brand-new approach to colleague listening through the launch of our Team Talk survey. This initiative supports sustainability by helping us build diverse, high-performing teams and develop inclusive leaders. By capturing meaningful feedback, Team Talk provides actionable insights that enable leaders to understand team dynamics, foster inclusion, and strengthen team collaboration and engagement. These insights inform leadership development and team strategies, ensuring that diverse perspectives thrive and contribute to long-term organisational resilience and sustainable growth.</p> <p>We run regular global surveys to identify areas where we can share best practice and where we need to do more to improve the employee experience; for example, to ensure that colleagues feel psychologically safe, cared for and respected. Inclusion-index questions are included in our broader colleague surveys and pulse surveys to measure progress.</p> <p>In 2025, we reviewed our employee survey approach to focus more on engagement, culture and individual and manager accountability. The new approach and survey was implemented in 2025. The aim is to enhance employee engagement and experience through on-going discussion and problem solving by making leaders and teams accountable for it. This is particularly important as the business undergoes changes related to divestment and establishing the culture going forward. Following the first survey in July 2025 the overall company engagement score was 4.19, with an employee net promoter score (eNPS) of +41, which is well above the benchmark of +21).</p>

<p>Ensure all employees, including security personnel, are provided with appropriate training and guidance on cultural issues and human rights.</p>	<p>Our commitment to human rights is expressed through our being a signatory to the UN Global Compact and the Voluntary Principles on Security and Human Rights. We work with governments at all levels and other authorities to ensure human rights are understood and protected – for our workforce, the communities around our operations, and across our entire value chain.</p> <p>We work with governments at all levels and other authorities to ensure human rights are understood and protected – for our workforce, the communities around our operations, and across our entire value chain.</p> <p>Consistent with our commitments, we have enshrined human rights in our Sustainability Strategy. Driven by our Values, respect for human rights is stated explicitly in our Code of Conduct. Specific commitments are expressed in our Group Human Rights Policy, which is aligned with the UN Guiding Principles on Business and Human Rights (UNGPs) and states our commitment to the Voluntary Principles on Security and Human Rights.</p> <p>We believe it is of utmost importance to preserve the cultural heritage of our host communities, without exception. As we create shared benefit from resource development, we proactively manage any potentially adverse impacts that our activities may cause. We do this across our operations, working with custodians of the land on which we operate, to ensure that cultural heritage duties of care are closely adhered to.</p> <p>Every two years, we roll-out mandatory human rights training for all connected employees. Due to the current organisational transition, the next scheduled roll-out is planned for 2026.</p> <p>For more information refer to material matter: Human and labour rights in the Sustainability-related Disclosure Supplement 2025 (see pages 80-83).</p>
<p>Minimise involuntary resettlement and compensate fairly for adverse effects on the community where resettlement cannot be avoided.</p>	<p>Displacement and resettlement as a result of our activities is a complex and sensitive issue, which we strive to handle in line with international best practice. Displacing economic activity or resettling people’s homes has the potential to impact many aspects of people’s lives, from the value of their assets to living standards to how to get to school, which individually or cumulatively, has the potential to impact human rights. While we always seek to avoid or minimise resettlement caused by our activities to the extent possible, we have a number of ongoing and potential future resettlement projects.</p> <p>Our approach to resettlement is governed by the Social Way, which provides the framework through which we engage community stakeholders, and identify and manage social risks and potential impacts, including those related to resettlement.</p> <p>For more information on the Social Way, see section 2-23 on Policy Commitments in the Sustainability-related Disclosure Document 2025 (see page 27).</p> <p>With strengthened governance in place, we are able to proactively identify instances where our long-term asset strategies may cause future displacement and resettlement. The identification of a pipeline of potential land access needs, integrated into long-term mine planning, creates an opportunity to change technical project designs earlier in the planning process. In this way, we can avoid resettlement and find alternative solutions where possible, reducing the impact on communities, and mitigating projects risks and costs.</p> <p>Where we can no longer avoid or further minimise displacement and resettlement, our mandatory requirements on land access, displacement and resettlement – launched as part of the Social Way – provide robust planning and preparation for execution. We believe that this approach helps deliver improved quality of life outcomes for the involved communities.</p>

	<p>All new resettlement projects, regardless of the financial thresholds, are treated as capital investment projects. This means resettlement planning is subject to assured stage-gating and must be approved by the Investment Committee of the ELT. Each project undergoes thorough review by senior leaders, supported by subject-matter experts.</p>
<p>Respect the culture and heritage of local communities, including Indigenous Peoples.</p>	<p>We are committed to respecting the rights of Indigenous Peoples to participate meaningfully in decision making, particularly for activities that affect their lands, territories or resources. It is our intention to implement appropriate human rights due diligence, material engagement and consultation, and to use these processes to establish equitable agreements with Indigenous Peoples, guided by the principles of free prior and informed consent (FPIC) – early and throughout the mining lifecycle.</p> <p>As the traditional owners and custodians of land and natural resources, cultural heritage protection is often a critical issue to Indigenous People, and we believe it is of utmost importance to preserve and protect the cultural heritage of all host communities. We aim to proactively manage any potentially adverse impacts that our activities may cause and, where there is an opportunity, to create shared benefit from resource development. We do this through working with custodians of the land on which we operate, to ensure we respect their cultural heritage and support them to enjoy its full value.</p> <p>Our Indigenous People and cultural heritage performance expectations are included in the Social Way Policy and in dedicated chapters in the Social Way Toolkit, as well as in the SHE Policy and SHE Way.</p> <p>As an ICMM member company, we were an active participant in the development of the updated Indigenous Peoples Position Statement. We are committed to meeting its requirements to help ensure that member companies continue to implement a best-practice approach in relation to Indigenous Peoples.</p> <p>Each of our sites is required to identify, assess and manage any adverse impacts on indigenous peoples, throughout the asset lifecycle. To guide this, they develop an Indigenous Peoples Strategy, which sets out the approach to establish and maintain appropriate engagement processes with Indigenous Peoples, define and undertake due diligence, develop capacity-building programmes and benefit-sharing in collaboration with potentially affected Indigenous Peoples. Where due diligence determines significant actual or potential impacts on the rights of Indigenous Peoples, sites must obtain agreement with the affected Indigenous Peoples based on the principle of FPIC. To provide a checkpoint against our requirements, we engage annual third-party assessors.</p> <p>Third-party assurance of our management of indigenous rights is a requirement of any sites undertaking IRMA certification.</p>

Principle 4

Implement risk management strategies based on valid data and sound science

<p>Consult with interested and affected parties in the identification, assessment, and management of all significant social, health, safety, environmental and economic impacts associated with our activities.</p> <p>Inform any parties potentially affected by significant risks from operations and spell out the measures that will be taken to manage such risks effectively.</p> <p>Develop, maintain, and test effective emergency-response procedures in collaboration with potentially affected parties.</p>	<p>The SHE Way and Social Way include requirements to engage with stakeholders on the identification, assessment and management of all significant sustainability risks associated with our activities. Stakeholder engagement requirements are also usually addressed in local legal requirements. Our materiality process evaluates matters that are of common material interest to our stakeholders and to our business. We consult with stakeholders to include their views in the materiality assessment.</p> <p>In endeavouring to achieve zero harm to people and the environment, we conduct multi-disciplinary risks assessment to allow a more effective decision-making process where risks are adequately understood and managed aligned with the company's Tolerable Risk Framework.</p> <p>Anglo American has identified tailings dam failure as a principal risk, including the possibility of outer-wall collapse or overtopping. Given the potential severity, we have categorised this as a catastrophic risk related to our operations and, as such, TSFs are being designed and operated under a commensurate risk management framework.</p> <p>We have increased our focus on geotechnical investigations and instrumentation to inform stability and deformation analyses in recent years and are sustaining this through ongoing continuous improvement cycles. Emergency-management plans have been co-developed with affected communities and authorities. Emergency-preparedness exercises are undertaken with affected communities on a routine basis. Off-site recovery planning is done in consultation with government and other relevant stakeholders. Through the process, improvement on trust and transparency with potentially affected communities and stakeholders is achieved.</p> <p>The SHE Way and Social Way define requirements with regards to Emergency preparedness and response. In line with the Social Way and in accordance with the GISTM, sites continue to engage with potentially affected stakeholders on the management and monitoring of our TSFs and the potential consequences of a hypothetical tailings facility failure, including suitable emergency and recovery responses.</p> <p>As a responsible global mining business, we engage with – and, where appropriate, help – industry associations that develop and implement best practices for our industry. Many of these groups also provide robust third-party assurance processes that convey to our stakeholders, including employees, regulators and customers, that we observe the highest safety standards at our sites, including our emergency-response preparedness, which is covered in the health and well-being of workforce section.</p> <p>Local-accountability mechanisms aim to sustain open dialogue with local communities so that we can provide transparent information and receive feedback on a broad range of issues, including environmental and social performance; operational and proposed project activities; and socio-economic development opportunities.</p>
<p>Regularly review and update risk-management systems.</p>	<p>In 2025, we strengthened this commitment by embedding a refreshed Enterprise Risk Management (ERM) framework as a core process within our Operating Model. This framework combines top-down strategic oversight with bottom-up operational insight, supported by a new risk taxonomy and Board-approved risk appetite for all principal risks.</p>

	<p>Our approach ensures risk management is integrated into strategy, planning, capital allocation and performance management routines, enabling informed decisions and resilience in a dynamic operating environment.</p> <p>As understanding our risks and developing appropriate responses are critical to our future success, we are committed to an effective, robust system of risk identification, and an effective response to such risks to support the achievement of our objectives.</p> <p>For more information refer to managing risk effectively on pages 112-120 of the Integrated Annual Report 2025.</p>
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Principle 5

Seek continual improvement of our health and safety performance

<p>Implement a management system focused on continual improvement of the health and safety of employees, contractors, and people in the communities where we operate.</p>	<p>Our overarching approach to safety and health is incorporated in our Safety, Health, and Environmental management framework, covered in our SHE Policy and SHE Way and is mandatory throughout the Group.</p>
<p>Take all practical and reasonable measures to eliminate workplace fatalities, injuries and diseases among employees and contractors.</p>	<p>The SHE Way is supported by mandatory performance standards (relating to, for example, fatal risks and hearing conservation) and operational safety improvement plans.</p> <p>Launched in 2023, our Contractor Performance Management (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.</p> <p>The behaviours we expect of employees are clearly articulated in our Values, and align to the vision of safe, responsible production. Site general managers are accountable for the delivery of safe and responsible production, and ensuring that minimum occupational safety expectations, as laid out in our policies and procedures, are met.</p> <p>'Always Safe' is our vision for safety, and our programmes for managing risk are helping us move towards an injury and fatality-free workplace. Each of the policy components and supporting programmes described below is part of an integrated management approach that allows us to progress on our safety journey.</p> <p>Risk management is a central component of our strategic, operational and project management. It is the process through which we methodically assess and address the risks associated with business and operational activities. At our operations we have looked to further focus leaders on the management of our complex and catastrophic risks through our Risk and Assurance Governance Framework and Technical Standards, while building an end-to-end process to control workplace safety into our Operating Model.</p> <p>We adopt the Risk and Assurance Governance framework, built on the 'Three Lines Model' of the Chartered Institute of Internal Auditors, and are committed to embedding this approach across the business. We are seeking to understand where we are most vulnerable, as well as improving risk understanding and management to prevent repeat incidents.</p> <p>In 2025, we launched the Critical Action Programme, which looked to identify the highest-priority actions arising from 1st, 2nd and 3rd line activities linked to our catastrophic risks, as well as those risks where we have seen the highest number of high potential incidents (HPIs) in the business. These actions were assessed against a clear set of criticality criteria and agreed by businesses and internal subject-matter experts.</p> <p>The programme incentivised businesses to complete these actions within an agreed timeframe and looked to have these verified by business subject-matter experts, as well as site general managers. The programme has helped drive the right management attention, resources and engagement around those activities that we believe will add the most value in reducing risk.</p> <p>Business safety data is reviewed by the ELT on a monthly basis, and is then reviewed and discussed by the Board and its Sustainability Committee at each meeting.</p>

	<p>Safety performance continues to be embedded in our executive remuneration arrangements, with short-term incentives of the executive directors and managers impacted by safety performance across the Group, including when a fatal incident occurs, as outlined in our Directors' Remuneration Policy within the Remuneration Report and determined by our Remuneration Committee. Executive director bonus payouts in 2025 reflect performance for the Group against operational excellence measures, including, Critical Action Closure, underpinned by total recordable injury frequency rate (TRIFR) performance, Leadership Time in Field, including a focus on coaching colleagues and contractors, as well as planned maintenance activities.</p> <p>Safety data (fatal injuries and TRIFR) is subject to external assurance as part of the year-end reporting process.</p>
<p>Provide all employees with health and safety training and require employees of contractors to undergo the same training.</p>	<p>Health and well-being activity is incorporated in our Safety, Health and Environmental (SHE) management framework outlined in the refreshed SHE Policy and SHE Way. Our commitments directly related to community health support are outlined in the Social Way. We remain absolutely committed to working towards a step-change in the reduction of injuries and are continuing to implement our targeted safety strategy, investing in systems and technology, standards, and training our people.</p> <p>The SHE Way requires that businesses and operations must have formal systems in place to ensure that their personnel, contractors, and business partners are competent and capable to perform their activities in alignment with the SHE Way, the Capability Framework, the Accountability Framework, and compliance obligations to meet Anglo American's SHE intended outcomes.</p> <p>All employees and contractors undergo health and safety training as required to ensure legal compliance in all operating geographies is maintained. All resources and training developed are delivered in all our major languages across a variety of media and training access types.</p> <p>In 2025, we continued our focus on safety and striving to ensure our people have the relevant skills and capabilities in regard to both physical and psychological safety. As a result, we developed courses in operational risk management, emergency management and mine-incident awareness, with 30,008 employees completing these courses. In terms of mental well-being, Anglo American released two courses, with a focus on mental health, and change management support.</p> <p>We recognise our contractors are an integral part of our workforce and are key stakeholders in maintaining safe and stable production. The Total Health Standard ensures we deliver equitable contractor access to our health and well-being programmes by specifically requiring contractor access to information, instruction, training or supervision that is necessary to attend our workplaces without risk to both immediate and long-term health and well-being. We take particular care to ensure mental health crises were well understood and rapidly detected and supported. We ensure our offerings are downloadable so that they are also available to our contractor workforces.</p> <p>Internally, our Policy Hub ensures that our employees are able to quickly find and access up-to-date policy documentation in their preferred language. The Group has an annual compliance training calendar which covers online mandatory training for all high-risk Group Policies. Communications are sent out detailing information about the courses, deadlines and the consequence for not completing the training.</p>

<p>Implement regular health surveillance and risk-based monitoring of employees. Rehabilitate and re-integrate employees into operations following illness or injury, where feasible.</p>	<p>Risk-based medical surveillance is required at all operations, in line with the SHE Way and local legal requirements.</p> <p>Our enhanced Total Health Standard, approved in 2024, goes beyond defining the minimum health requirements aimed at preventing harmful workplace hazard exposures and related occupational illness to include actions that proactively improve the wellness of our workforce, such as our accommodation and catering service offerings.</p> <p>All managed operations have completed a self-assessment against the Total Health Standard and have started addressing the gaps and improvement opportunities identified. The local action closure plans that optimise the health and well-being of our workforce are created by the businesses, with support from the Group Health teams, and ensure health and well-being investments are made according to local needs and cultural context.</p> <p>The Total Health Standard helps to deliver equitable access to our health programmes by specifically requiring contractor access to all information, instruction, training or supervision that is necessary for them to attend our workplaces without risk to their immediate and long-term health and well-being. The standard deliberately extends the activity focus to welfare requirements and health-promotional activities and requires operations to link workplace health and well-being efforts to our social performance and community health activities.</p>
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Principle 6

Seek continual improvement of our environmental performance

<p>Assess the positive and negative, the direct and indirect, and the cumulative environmental impacts, of new projects – from exploration to closure.</p>	<p>The assessment of the environmental impacts of new projects throughout the mining life cycle is a legal requirement in each of the countries where we operate. The Anglo American Mine Closure Toolbox provides additional, best practice, guidance on effective mine closure planning throughout the mining lifecycle. The investment development model includes sustainability criteria that need to be met at each stage-gate of a project.</p> <p>Our Mine Closure Toolbox can be found on our website under the download centre: https://www.angloamerican.com/esg-policies-and-data/download-centre?dplnk=policies-and-standards</p> <p>https://www.angloamerican.com/~media/Files/A/Anglo-American-Group-v9/PLC/sustainability/mine-closure-toolbox-examples-version-3-2019.pdf</p>
<p>Implement an environmental management system of continual improvement to review, prevent, mitigate, or ameliorate adverse environmental impacts.</p>	<p>Our SHE Way is the Anglo American Safety, Health and Environmental management system framework for all managed operations and projects. In 2024, we reviewed and revised both the SHE Policy and SHE Way with a view to reducing duplication across our Technical Standard landscape and to leverage existing risk management principles across the business.</p> <p>Our policies, standards and procedures help us manage and mitigate risks and impacts, as well as ensure that we uphold the commitments we make to our stakeholders and work towards a common set of ambitions. The SHE Policy and SHE Way are supported by a toolkit, self-assessment and reporting dashboards, with all materials translated to cater for our diverse first-language speakers globally.</p> <p>The Anglo American SHE Way is mandatory throughout the Group. The SHE Way applies to all employees, contractors and business partners, and visitors involved with Anglo American managed businesses and operations. They are designed to equip operations in effective implementation and compliance.</p>
<p>Rehabilitate land disturbed or occupied by operations in accordance with appropriate post-mining land uses.</p>	<p>Our Group rehabilitation strategy, which outlines the requirements for our operations to integrate rehabilitation into their planning processes, including Resource Development Plans and Life of Asset Plans, is integral to improving site rehabilitation outcomes across the business.</p> <p>Our goal is to reduce our disturbance footprint and to generate value for Anglo American and our stakeholders. As per our Mine Closure Standard, our operations develop and implement five-year rolling rehabilitation plans that outline the targets, monitoring, maintenance and management programmes required to drive towards meeting our post-mining land management ambitions and reducing our net footprint intensity. Our operations trial innovative technologies to improve the ecosystem services value of all types of rehabilitation.</p> <p>Anglo American owns or manages approximately 545,000 hectares, with approximately 14% (78,000 hectares) disturbed for mining or processing operations. Due to the nature of mining, additional land is disturbed each year in order to access orebodies or to build supporting infrastructure.</p> <p>In 2025, land rehabilitation (reshaping, applying a growth medium and seeding completed) progress was included as part of the environmental footprint measure in the Annual Bonus, reinforcing the importance of effective delivery. In 2025, our managed operations completed 578 hectares of rehabilitation (reshaping, growth medium and seeding) out of a planned 551 hectares. All businesses met or exceeded their land rehabilitation targets for 2025.</p>

	<p>Our regenerative approach to mine closure allows us to find opportunities through embracing nature-based solutions, circularity and local economic diversification and, in doing so, reduces liabilities and the dependency created by mining.</p> <p>Responsible mine closure involves embracing systems thinking, water and materials stewardship, circularity and nature-based solutions that work over a much longer time horizon than traditional mine-closure approaches to create a sustainable PMLU that will deliver diverse and tangible societal value. Our goal is to leave a positive and sustainable post-mining environment for host communities and further empower them by the social and economic development opportunities we identify and deliver through our Sustainability Strategy.</p>
<p>Provide for safe storage and disposal of residual waste and process residues.</p>	<p>The management and storage of waste rock and processed mineral residue remains a critical issue for the global mining industry. Mineral residue management presents us with social, safety and environmental challenges throughout the lifecycle of our mining operations and, as such, we embrace the comprehensive Global Industry Standard on Tailings Management (GISTM).</p> <p>During 2025, we continued GISTM implementation at all our lower consequence classification tailings storage facilities (TSFs) and closing out the gaps identified at our very high- and extreme-rated TSFs. Concurrently, we were also working to develop and implement enhanced control strategies across our operations. These control strategies relate to effectiveness of emergency response and long-term planning.</p> <p>Our Processed Mineral Residue Facilities and Water Management Structures Standard and Policy consider the risks of both processed mineral residue and water management facilities. They are publicly available and have been approved by our Board, as required by the GISTM. The standard sets out requirements for design, monitoring, inspection and surveillance of our processed mineral residue facilities, which we follow as a minimum requirement practice in each jurisdiction where we operate. It is aligned with current best practice, including the requirements of the GISTM, where applicable.</p> <p>The Group Geotechnical Standard for Mining defines the minimum mandatory geotechnical requirements for the design, planning, operation, monitoring, optimisation and mine closure for surface and underground mining operations, including waste dumps and stockpiles. Application of this standard aims to eliminate or minimise the risk of fatalities, injuries, impacts to the communities and environment and business interruption resulting from uncontrolled falls of ground. This standard therefore defines the minimum geotechnical requirements to achieve safe and productive mining as well as managing the risk of the waste-rock dumps.</p> <p>As part of our GISTM implementation, Anglo American requires the appointment of an accountable executive who is responsible for safety and emergency management at each TSF. An accountable executive has been appointed at all managed operations and the majority of our non-managed operations.</p> <p>As required by the GISTM, each operation has an appointed internal engineer that is responsible for the integrity of a facility, known as the responsible tailings facility engineer (RTFE); and an external engineer, known as the engineer of record (EoR), which entails the engagement of a specialist engineering firm. An Independent Technical Review Board (ITRB) consisting of relevant technical expertise is in place at each operation. Going forward, social expertise will be onboarded on the ITRB where relevant.</p> <p>In endeavouring to achieve zero harm to people and the environment, we conduct multi-disciplinary risks assessment to allow a more effective decision-making process where risks are adequately understood and managed aligned with the company's Tolerable Risk Framework.</p>

	<p>Aligned with the ICMM commitments, we have implemented GISTM at all TSFs. To date, we have also achieved a 97% conformance level against GISTM requirements.</p> <p>In endeavouring to achieve zero harm to people and the environment, we conduct multi-disciplinary risks assessment to allow a more effective decision-making process where risks are adequately understood and managed aligned with the company's Tolerable Risk Framework.</p> <p>For more information, refer to material matter: Mineral residue management in the Sustainability-related Disclosure Supplement 2025 (Pages 131-133).</p>
<p>Design and plan adequate resources to meet the closure requirements of all operations.</p>	<p>Local legal requirements dictate requirements around financial provisioning for closure requirements. The Mine Closure Toolbox offers best-practice guidance on the provision of adequate operational resources.</p> <p>Our process flow that integrates mine closure into Life of Asset Plans (LoAPs) focuses on linking our responsible mine closure model to key operational metrics, such as operational cash flow, capital expenditure, balance sheet provision, premature closure costing and decision-impact analysis, among others.</p>

Principle 7

Contribute to conservation of biodiversity and integrated approaches to land-use planning

<p>Respect legally designated protected areas.</p>	<p>Anglo American respects legally designated protected areas as a standard aspect of legal compliance.</p> <p>Refer to Biodiversity Standard for more information: https://www.angloamerican.com/~media/Files/A/Anglo-American-Group-v9/PLC/investors/esg-summary-factsheets/biodiversity-standard-2024.pdf</p>
<p>Disseminate scientific data on and promote practices and experiences in biodiversity assessment and management.</p> <p>Support the development and implementation of scientifically sound, inclusive, and transparent procedures for integrated approaches to land-use planning, biodiversity, conservation, and mining.</p>	<p>Our approach to nature-positive outcomes is based on the Kunming-Montreal Global Biodiversity Framework and global societal goal to "halt and reverse nature loss by 2030 on a 2020 baseline and achieve full recovery by 2050". By integrating nature-positive outcomes into our processes we can transform the way we operate, implementing nature-based solutions and innovative technologies throughout the mining lifecycle.</p> <p>Strong biodiversity outcomes and transparent reporting improve regulatory confidence, reduce risks and reinforce our social licence to operate. By proactively managing nature-related dependencies, impacts, risks and opportunities, we position the business for greater long-term resilience and align with global and local expectations.</p> <p>As a member of the Taskforce on Nature-related Financial Disclosures (TNFD), we committed to being an early adopter of the TNFD framework. As such, our 2025 disclosures are our first which follow the TNFD's recommendations.</p> <p>For more information refer to TNFD table provided on pages 165-171 of the Integrated Annual Report 2025.</p> <p>While we acknowledge the development of the TNFD's LEAP approach for the identification and assessment of nature-related issues, we do not currently anticipate this methodology replacing our long-established approach of DIRO identification (Dependencies, Impacts, Risks and Opportunities) detailed in our Biodiversity Standard. That said, given many of the key elements are similar, we have structured the following TNFD-guided disclosures to mirror the LEAP assessment approach contained within it.</p>

	<p>To understand our interface with nature, we collect on-site ecological data, supplemented by third-party data to identify where operations intersect with sensitive ecosystems, protected areas, Key Biodiversity Areas or critical species habitats.</p> <p>For each managed site, a biodiversity assessment was undertaken during our biodiversity target-setting baselining process (2018–2020).</p> <p>Nature-related impacts, risks and opportunities are assessed through our Enterprise Risk Management Framework, which applies a consistent process for identifying and evaluating risks across the Group. When looking at nature, the process considers both our impacts and dependencies on species, habitats, ecosystems and ecosystem services, as well as how changes in nature may influence our operational, regulatory and social risk profile.</p> <p>Site-level nature-related risks arise directly from these dependencies and impacts and are identified, monitored and managed through our Biodiversity Standard and the resulting site-specific Biodiversity Management Programmes (BMPs). All sites implement targeted actions to monitor and reduce nature-related risks, with a particular focus on Significant Biodiversity Features (SBFs). SBFs are classified according to their conservation status, national legislative protection, representation in conservation areas, cultural significance and exposure to key threats.</p> <p>BMPs set out how site teams identify, manage and monitor nature-related dependencies, risks, impacts and opportunities and translate our Group level commitments to practical, site-specific actions. They are living documents that guide day-to-day decisions as well as long-term planning.</p> <p>To measure our progress towards NPI consistently, across diverse geographies and ecological contexts, we apply the single, Group-wide biodiversity metric of Quality Habitat Hectares (QHH).</p> <p>QHH enables a standardised and objective assessment of the quantity (hectares), and quality of ecosystems impacted in and around our operations. It provides a clear, comparable understanding of habitat condition and extent, enabling us to quantify both losses and gains over time. As the method and assessments develop, it will be integral to how we plan, operate and close our assets. Each operation will use its QHH trajectory to guide the development of local BMPs, determine the effectiveness of mitigation measures and inform decisions about when, where and how we invest in restoration and conservation.</p> <p>These oversight mechanisms are supported by a suite of mandatory Group standards, including the Biodiversity Standard and Rehabilitation Standard. Site teams are responsible for implementing BMPs, undertaking monitoring and maintaining QHH datasets, with technical support from Group specialists as well as partners at Fauna & Flora and the IUCN.</p> <p>For more information refer to protecting our natural environment on pages 81-87 of the Integrated Annual Report 2025.</p>
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Principle 8

Facilitate and encourage responsible product design, use, re-use, recycling, and disposal of our products

<p>Advance understanding of the properties of metals and minerals and their lifecycle effects on human health and the environment.</p> <p>Develop and promote the concept of integrated materials management throughout the metals and minerals value chain.</p> <p>Provide regulators and other stakeholders with scientifically sound data and analysis regarding our products and operations as a basis for regulatory decisions.</p> <p>Support the development of scientifically sound policies, regulations, product standards and material choice decisions that encourage the safe use of mineral and metal products.</p>	<p>Mining and metals are no exception to the increased demand for responsibly-sourced products. To demonstrate the high standards to which we operate, we have been actively engaged in the development and adoption of some of the most robust and trusted sustainability certification programmes for the mining sector. Over the years, across our various Businesses, we have engaged in assessments against the Initiative for Responsible Mining Assurance (IRMA), the Mining Association of Canada's Towards Sustainable Mining (MAC TSM), the Responsible Jewellery Council (RJC), the ICMM, and the Copper Mark standards.</p> <p>The metals and minerals we source are essential to the transition to a low-carbon economy and more sustainable world, as well as meeting the growing consumer-driven demands of the world's developed and maturing economies.</p> <p>We are committed to responsible sourcing for the products we produce and source, and our suppliers are a critical part of this journey. Our Responsible Sourcing Standard – the framework that guides our efforts – defines the minimum requirements and work principles that we, together with our suppliers, must uphold, ensuring we prioritise ethical decision making and transparency when purchasing goods and services.</p> <p>The Marketing business utilises our Responsible Commodity Sourcing Policy, which aids us in identifying and mitigating risks related to the purchasing of third-party products. This policy provides risk-based guidance for our commodity suppliers and intermediaries informed by the requirements of the OECD Due Diligence Guidance (DDG) for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (CAHRA).</p> <p>Our businesses are accountable for having their operating sites undergo third-party audits against responsible mine-certification systems, in line with our SMP target. Quarterly programme updates are included in the CEO's Business Scorecard.</p> <p>Our commitment to ethical value chains also involves our approach to product stewardship, through which we ensure regulatory compliance for products across our business. This includes implementation of the UN's Globally Harmonized System of Classification and Labelling of Chemicals, and the EU's Registration, Evaluation, Authorisation and Restriction of Chemicals, as well as variants emerging in other jurisdictions.</p> <p>We stay informed of any new or upcoming regulations and actively engage with market stakeholders to ensure ongoing compliance in other regions and in other parts of the value chain – including transport and shipping.</p> <p>Our membership of industry associations – such as the ICMM, Eurometaux, the International Copper Association, and the International Molybdenum Association – also helps us in this endeavour.</p> <p>Adopting the IRMA Standard, in addition to our long-standing commitment to the Responsible Jewellery Council's (RJC) Code of Practice for our De Beers sites, has helped us achieve our ethical value chains global goal, embedded in our Sustainable Mining Plan (SMP), of ensuring that all operations undergo third-party assessments against recognised mine-certification systems by 2025.</p> <p>To date, we have undergone third-party assurance audits at all 17 operations in scope. This scope includes sites from the now-divested portfolio. IRMA audits have been completed at Mogalakwena (PGMs), Mototolo (PGMs),</p>
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	<p>Kolomela (Iron Ore), Sishen (Iron Ore), Amandelbult (PGMs), Barro Alto (Nickel), Minas-Rio (Iron Ore) and Unki (PGMs). In our Copper business, while our Los Bronces and, El Soldado copper operations continue to maintain their Copper Mark Certification, in 2025 Los Bronces also completed its first IRMA audit. At our Copper mine in Peru, Quellaveco undertook an industry first, with an integrated on-site IRMA and Copper Mark audit. At Steelmaking Coal, Moranbah North and Dawson joined Capcoal and Aquila mines by having completed their third-party assessments using the TSM standard. In addition, Venetia and Gahcho Kué (both De Beers) have continued to maintain their RJC certification.</p> <p>This milestone represents the achievement of our SMP target of having all our operations undergo third-party audits against responsible mine-certification systems. Our commitment to standards that promote responsible mining practices continues, with each mining operation continuing to maintain a third-party responsible mining certification beyond 2025.</p> <p>For more information refer to material matter: Responsible Product Offering in the Sustainability-related Disclosure Supplement 2025 (see pages 92-94).</p>
<p>Conduct or support research and innovation that promote the use of products and technologies that are safe and efficient in their use of energy, natural resources, and other materials.</p>	<p>The way in which metals and minerals are produced is becoming ever more important to all stakeholders, from communities close to mines and processing plants, all the way through to the end consumer – and rightly so.</p> <p>FutureSmart Mining™ integrates innovation in both sustainability and technology across our operations (and in how we develop new mines) to deliver better outcomes for our business, our stakeholders and our planet. Our holistic approach – whether it is how we engage communities through our Social Way framework, our approach to biodiversity, or our use of technology to reduce water or energy intensity – enables us to unlock value where we operate, with a focus on driving economic returns for our shareholders and to generate positive benefits for all stakeholders.</p> <p>Our Sustainability Strategy is integral to FutureSmart Mining™, ensuring we set ourselves clear targets and ambitions that help us build trust as a corporate leader in our industry, deliver a healthy environment, and help to create thriving communities, concentrating our efforts where they matter most.</p> <p>By harnessing step-change initiatives, cutting-edge ideas and pioneering partnerships, we are helping to shape an industry that is more sustainable, more responsible and more in tune with the expectations of society and the needs of our planet. For example:</p> <p>SandLix™ – our novel heap leach technology continues to make excellent progress toward commercialisation, offering a transformative solution for treating low-grade, complex copper ores with significantly lower energy and water use than conventional processes, such as flotation. The technology has advanced through a structured scale-up programme, demonstrating consistently high performance from laboratory trials through to pilot-scale testing.</p> <p>Hydraulic dewatered stacking (HDS) – our innovative approach to tailings management that makes use of fines-free sand rejects from coarse particle flotation to enhance and accelerate drainage and consolidation of the tailings to increase density and safety.</p>

Upon completion of the large-scale demonstration in late 2024, a second geotechnical site investigation was completed in the second quarter of 2025, confirming the desaturated nature of the facility. The focus in 2025 was on the design, construction and assembly of a new sand placement unit, able to place sand berms at more than 250 tonnes per hour (solids); testing will take place in the first quarter of 2026. Studies are ongoing considering the full or partial implementation of HDS at our Copper assets.

- Coarse particle recovery (CPR) – An innovative flotation process – used either to improve recovery or to enable early rejection of coarse waste – is now embedded in our El Soldado and Quellaveco operations. While the benefits are application- dependent and subject to site-specific constraints, they can include higher throughput or improved recovery without the need for additional energy input. In addition, a successful processing unit optimisation programme at Quellaveco has significantly enhanced the performance of the CPR circuit during the last quarter of 2025.
- Sensing – Anglo American is pioneering in-pit sensing using a novel sensor to support greater real-time selectivity in the ore that we choose to mine. A real-time interface between the sensing system and the Fleet Management System supports precision mining. This technique has been applied to a Proof of Concept in our premium iron ore operations to mitigate variable geology in run of mine ore. Selective mining increases plant stability and reduces tailings intensity, delivering strong value for low capital expenditure (capex) intervention. This powerful technology can be adapted for further value propositions across the portfolio.

A real-time interface between the sensor and the Fleet Management System supports greater real-time selectivity in the ore we choose to mine. This technique has been applied to a Proof of Concept in iron ore operations to mitigate variable geology in run of mine ore.

Envusa Energy – The Koruson 2 cluster, located close to the border of the Northern and Eastern Cape in South Africa, is a landmark renewable energy development by Envusa Energy, the joint venture between Anglo American and EDF power solutions, to deliver large-scale wind and solar energy solutions in South Africa, as well as meeting Anglo American's operational power requirements.

Impact Finance Network (IFN) – since its formation in 2021, the IFN has sought to mobilise third-party impact capital to support long-term sustainable development in the regions where we operate. To date, the IFN has provided 162 innovative businesses with technical assistance to help them become 'investment-ready' and make valuable connections with a network of investors seeking social investment opportunities, supporting 47,200 livelihoods and with \$157 million of third-party capital unlocked.

Project Earthstone – a pioneering carbon-removal initiative transforming ferronickel waste into a powerful climate solution, in support of Anglo American's delivery of its carbon-neutrality objective.

For more information refer to the Integrated Annual Report 2025 (pages 66-68).

Principle 9

Contribute to the social, economic, and institutional development of the communities in which we operate

<p>Engage at the earliest practical stage with likely affected parties to discuss and respond to issues and conflicts concerning the management of social impacts.</p> <p>Ensure that appropriate systems are in place for continual interaction with affected parties; ensure that minorities and other marginalised groups have equitable and culturally appropriate means of engagement.</p> <p>Contribute to community development from exploration to closure in collaboration with host communities and their representatives.</p> <p>Encourage partnerships with governments and non-governmental organisations to ensure that programmes (such as community health, education, and local business development) are well designed and effectively delivered.</p> <p>Enhance social and economic development by seeking opportunities to address poverty.</p>	<p>As part of living our Values and achieving our Purpose, we continually work towards making a lasting difference to the lives of the people and communities located in our operating regions.</p> <p>We are committed to respecting the rights of Indigenous Peoples to participate meaningfully in decision making, particularly for activities that affect their lands, territories or resources. It is our intention to implement appropriate human rights due diligence, material engagement and consultation, and to use these processes to establish equitable agreements with Indigenous Peoples, guided by the principles of free prior and informed consent (FPIC) – early and throughout the mining lifecycle.</p> <p>As the traditional owners and custodians of land and natural resources, cultural heritage protection is often a critical issue to Indigenous People, and we believe it is of utmost importance to preserve and protect the cultural heritage of all host communities. We aim to proactively manage any potentially adverse impacts that our activities may cause and, where there is an opportunity, to create shared benefit from resource development. We do this through working with custodians of the land on which we operate, to ensure we respect their cultural heritage and support them to enjoy its full value.</p> <p>We require all sites to maintain a community grievance mechanism aligned to the requirements of the UN Guiding Principles on Business and Human Rights. Where there are Indigenous Peoples within the area of influence of our operations, these grievance mechanisms need to be designed to be culturally appropriate, including consideration of customary practices, traditions, gender roles, decision making and language, to ensure that all voices have the opportunity to be heard, and to serve as an effective remedy for conflicts and disputes.</p> <p>Our objective is to avoid incidents, but also to encourage stakeholders to raise their grievances or concerns with us in a free and open manner. Because of this, while we keep a track of the number of grievances received, we do not use this as a performance indicator. An increase in the number of grievances may reflect greater confidence that grievances will be heard and acted upon. As a metric of performance, we prefer to focus on the number of actual incidents with social consequence. We rate the seriousness of incidents according to the consequences experienced by stakeholders, the most significant being Level 5.</p> <p>For more information refer to material matter: Community, Indigenous and Security human rights in the Sustainability-related Disclosure Supplement 2025 (see pages 84-85).</p> <p>Engaging with local communities plays a pivotal role throughout the lifecycle of a mine, from exploration through to project development, the production phase and, finally, mine closure. Through the Social Way and our local-accountability mechanisms, we aim to build trust and transparency with local communities to promote sustainable practices and ensure the long-term success of our business. The Social Way defines our governing framework for social performance and sets out clear requirements for an integrated and cross-disciplinary approach to the management of social performance at our operations. Site-level Social Performance Management Committees provide the leadership and oversight of this cross-disciplinary approach and endeavour to include learnings from stakeholder engagement into operational decision making.</p>
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For more information refer to material matter: Community Consultation in the Sustainability-related Disclosure Document 2025 (see pages 86-87).

Our ongoing commitment to improving livelihoods and Collaborative Regional Development reflects this focus and our work to deliver our Thriving Communities goals around our mines.

We have a strong record of making a lasting, positive contribution to the regions in which we operate. Highlighted in the Thriving Communities theme of our Sustainability Strategy, we are building on this track record through helping to unlock long-term economic growth and resilience that improves livelihoods in host communities.

We are working to deliver sustainable, collaborative and inclusive ways of supporting communities to foster diversified economic opportunities, applying a partnership-focused development approach that catalyses long-term systemic change with and within our operating regions.

This community development approach is guided by the Social Way framework, which shapes our approach to host community engagement, helping to deliver collaborative work that creates a positive impact.

Our collaborative regional development (CRD) model is one of our key approaches to support livelihoods at scale across our operating regions. The focus is on acting as a catalyst for change in host regions by developing cross-sector, multi-organisational partnerships with other stakeholders to promote larger-scale, long-term development beyond mining.

Our livelihoods programmes and CRD work reflect a deep understanding of the local socio-economic context, market opportunities and ecosystems. Actively involving local-expert partners from the diagnostic stage along the entire project lifecycle ensures that programmes are aligned with local development priorities and identified needs.

For more information refer to material matter: Economic Development of Communities in the Sustainability-related Disclosure Supplement 2025 (see pages 142-147).

Responsible mine closure involves embracing systems thinking, water and materials stewardship, circularity and nature-based solutions that work over a much longer time horizon than traditional mine-closure approaches to create a sustainable PMLU that will deliver diverse and tangible societal value. Our goal is to leave a positive and sustainable post-mining environment for host communities and further empower them by the social and economic development opportunities we identify and deliver through our Sustainability Strategy.

To help ensure that responsible mine closure provides suitable socio-economic opportunities for host communities and that divestments are completed responsibly, we integrate the Social Way into our processes to help reduce social dependency ahead of mine closure. We also work to ensure local procurement spending and social initiatives continue to provide communities with economic opportunities during the mine-closure process.

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

	<p>For more information refer to material matter: Responsible mine closure in the Sustainability-related Disclosure Supplement 2025 (see pages 95-96).</p> <p>We are committed to supporting local community health because of its direct impact on both our workforce and their families. By investing in local health capabilities and preventative healthcare measures, we help secure a more stable and supportive operational environment and foster positive relationships with local stakeholders.</p> <p>Community-health programmes extend beyond our workforce and their dependants to include the broader community. Beneficiaries are not required to have a direct connection to Anglo American, as these initiatives adopt a holistic view of community well-being and aim to achieve equitable access to healthcare. All stakeholder-engagement processes are conducted in accordance with the Social Way, ensuring transparency and inclusivity.</p> <p>Education is critical for strengthening socio-economic development in our regions of operation, driving both social progress and economic growth. Our education programmes foster inclusion and diversity, addressing areas such as gender, migration and the inclusion of people with disabilities, among others, while also equipping students with 21st-century skills to prepare them for the future of work.</p> <p>For more information refer to material matter: Community health and social development in the Sustainability-related Disclosure Supplement 2025 (see pages 148-153).</p>
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Principle 10

Implement effective and transparent engagement, communication and independently verified reporting arrangements with our stakeholders

<p>Report on economic, social, and environmental performance and contribution to sustainable development.</p> <p>Provide timely, accurate and relevant information.</p> <p>Engage with and respond to stakeholders through open consultation.</p>	<p>Anglo American releases annual financial and sustainability disclosure reports within three months of year-end. In 2025 we hosted a dedicated sustainability performance report-back by the chief executive.</p> <p>Anglo American’s material matters content can be found in the Master Structured Disclosure Document 2025 which will be available on our website on the 2 March 2026.</p> <p>Anglo American is committed to local accountability, as we understand this is a foundation of building trust and acceptance. Local accountability is our willingness to be answerable to locally affected stakeholders for our responsibilities and actions through a participatory, collaboratively designed engagement process. It is a key foundation for mutual, trust-based relationships with host communities; ensuring that we do what we promise, in the way we promise.</p> <p>Local-accountability mechanisms aim to sustain open dialogue with local communities so that we can provide transparent information and receive feedback on a broad range of issues, including environmental and social performance; operational and proposed project activities; and socio-economic development opportunities.</p> <p>For more information refer to Section 2-29 - Approach to Stakeholder engagement on page 38 in the Sustainability-related Disclosure Supplement 2025.</p>
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Alignment of Anglo American's sustainability policies to the ICMM's Position Statements

ICMM Principles for climate change policy design

Anglo American supports the ICMM's position statement on climate change and related work on implementing a global solution for managing a low-emissions economy, and its principles for climate-change policy design. We have a clear position on climate change in our business.

This is available for download at: <https://www.angloamerican.com/investors/annual-reporting>

Mining: Partnerships for Development Position Statement

Anglo American implements the requirements for the ICMM Partnerships for Development Position Statement through the Social Way, available at: <https://socialway.angloamerican.com/en/policy>. The Sustainability-related Disclosure Supplement provides a detailed description of Anglo American's approach to socio-economic development. The report is available at: <https://www.angloamerican.com/investors/annual-reporting>

Transparency of Mineral Revenues Position Statement

Anglo American has voluntarily provided information about our tax payments on a country-by-country basis. A detailed account of performance in this regard is available in our annual Tax and Economic Contribution Report, which will be available from 2 March 2026: <https://www.angloamerican.com/investors/annual-reporting>

Indigenous Peoples and Mining Position Statement

As a member of the ICMM, we committed to the 2013 ICMM Position Statement on Indigenous Peoples and Mining, which endorses the principles of Free, Prior and Informed Consent. This commitment is incorporated into our Social Way. Aligned with the Position Statement and our own policy, we accordingly seek the consent of Indigenous Peoples for all new projects (and changes to existing projects) that are located on lands traditionally owned by, or under customary use of, Indigenous Peoples and are likely to have significant adverse impacts on them.

Mining and Protected Areas Position Statement

In line with the Position Statement, Anglo American commits to respecting legally designated protected areas, and to not exploring or mining at any World Heritage sites. The biodiversity section of our Sustainability-related Disclosure Supplement (pg. 117-122) details our approach to environmentally sensitive areas and outlines how they address related risks and opportunities.

Preventing Catastrophic Failure of Tailings Storage Facilities

In December 2016, Anglo American signed up to the ICMM Position Statement on Preventing Catastrophic Failure of Tailings Storage Facilities, which sets out its members' approach to the governance of tailings storage facilities (TSFs) to minimise the risk of catastrophic failure of tailings facilities. The requirements of the Position Statement are addressed in the Anglo American Mineral Residue Technical Standard.

During 2024, we continued implementing the GISTM at all our TSFs and closing-out the gaps identified at our very high and extreme rated facilities, including the social aspects that are already encompassed in our comprehensive Social Way management system. We publish detailed disclosures relating to TSFs, which can be found at:

<https://www.angloamerican.com/sustainability/tailings-summary/managing-tailings-safely>

Position Statement on Water Stewardship

In January 2017, the ICMM released a Position Statement on Water Stewardship, which sets out ICMM members' approach to water stewardship. Consistent with our commitment to align our water reporting with industry standards, water reporting is now fully consistent with ICMM water reporting guidelines.

Anglo American does not own any mines that produce mercury as a primary product.

Subject Matter 2

Anglo American's material sustainable development risks and opportunities form the basis of our review of the business and the views and expectations of our stakeholders.

GRI 3 section 2 on pages 41-44 of the Sustainability-related Disclosure Supplement 2025 describe our approach to defining material matters and consider the views and expectations of stakeholders.

Subject Matter 3

The existence and status of implementation of systems and approaches that Anglo American is using to manage each of the identified material sustainable development risks and opportunities

Our sustainability standards are articulated in the Anglo American Safety, Health, and Environment (SHE) Way, the International Government Relations Policy, and the Social Way. The policies and 'Ways' apply throughout the Group and set out the vision, principles, policies, management-system requirements, and performance expectations for managing our core sustainability risks and opportunities. We also promote comparable standards in joint ventures and associate companies.

Group Technical Standards define the mandatory minimum requirements we set for managing a wide range of specific issues. In relation to sustainability, these include, for example, the management of water, energy, tailings storage facilities and various technical aspects of mining that relate to safety. Through our responsible-sourcing programme, we aim to ensure that those we do business with follow a set of minimum standards of responsible business conduct that are comparable to what we expect of ourselves.

The 'Way' documents, along with other key policies, tools and guidance documents, are available at: <https://www.angloamerican.com/sustainability/approach-and-policies>

Subject Matter 4

Anglo American's performance during the given reporting period for each (or a selection) of the identified material sustainable development risks and opportunities

A full account of Anglo American's performance in relation to the material issues identified is available in the Sustainability-related Disclosure Supplement 2025 at: <https://www.angloamerican.com/investors/annual-reporting>

A set of key performance indicators has been assured by IBIS. The assurance scope and opinion statement are available in the 2025 Anglo American Integrated Annual Report 2025 at: <https://www.angloamerican.com/investors/annual-reporting>

Subject Matter 5

Anglo American's prioritisation process for the selection of assets for PE validation.

Prioritisation of sites to conform with the ICMM PEs will align with our prioritisation process to certify our mine sites in line with our IRMA / RJC and other mine certifications. Sites are prioritised in line with strategic initiatives as well as our own internal processes for risk and materiality assessments of each site. To mitigate additional work at sites, we will dovetail the work of mine certification bodies and ICMM PEs.