

Sustainability-related Disclosure Supplement 2025

Sustainability-related disclosures and data for public reporting

Purpose: The Sustainability-related Disclosure Supplement document serves as the controlled source of reviewed and approved narrative content collected for sustainability-related disclosures used in the Integrated Annual Report; the GRI Index; and other legally required or voluntary disclosures where governance, business model and strategy, risk management, and other Group business process descriptions are required.

Content follows the Global Reporting Initiative (GRI) format of disclosures. As an International Council on Mining and Metals (ICMM) member, Anglo American is committed to reporting in accordance with the GRI. The GRI framework is comprehensive across Environment, Social, and Governance and has ensured interoperability with many of the legally required reporting frameworks against which the Group is expected to comply in the future.

The information presented, relates to commonly asked for data, which we cannot present in the Integrated Annual Report due to space constraints. Additional data may be available on request. Should any data not be presented, that would be of use, please contact:

<https://www.angloamerican.com/investors/investor-relations-contacts>

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GRI 2 General Disclosures

The organisation and its reporting practices

As at: 31 December 2025

GRI 2-1 Organisation details

GRI reference	Related disclosure
2-1-a.	Legal name: Anglo American plc References to "Anglo American", the "Anglo American Group", the "Group", "we", "us" and "our" are to refer to either Anglo American plc and its subsidiaries and/or those who work for them generally, or where it is not necessary to refer to a particular entity, entities or persons.
2-1-b.	Nature of ownership and legal form: Anglo American is a Public Limited Company
2-1-c.	Location of headquarters: London, United Kingdom
2-1-d.	Countries of operation: See our At A Glance map in our Integrated Annual Report

GRI 2-2 Entities included in the organisation's sustainability reporting

GRI reference	Related disclosure
2-2-a.	Organisational boundaries and scope : For a list of all entities included in reporting: See our Reporting Scope Table within our ESG Factbook
2-2-b.	Specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting: Anglo American accounts for 100% of operations over which it holds management control. During 2018, we took the decision to exclude the De Beers non-managed joint operations of Debswana and Namdeb from our sustainability reporting. This is in line with industry practice and aligns with the scope and boundary of sustainability reporting. Financial data reported is based on amounts included in the financial reporting systems of the Group and therefore included in the consolidated accounts of the Anglo American Group as at 31 December 2025. The financial report clearly differentiates operations classified as continued or discontinued, whereas this report does not provide such distinction. On 31 May 2025, we completed the demerger of our Platinum Group Metals (PGMs) business through the creation of a new stand-alone company, Valterra Platinum Limited. Unless otherwise stated, data for the PGMs business is included up to the end of May 2025.
2-2-c.i.	If the organisation consists of multiple entities, explain the approach used for consolidating the information, including whether the approach involves adjustments to information for minority interests: Our proportional share of independently managed or non-managed operations is not included in our sustainability reporting scope, unless specifically stipulated.
2-2-c.ii.	How the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities: Acquisitions and divestments are accounted for from date of acquisition/until date of sale. Mergers will be accounted for from the date of completion of the merger. Accounting for demergers is performed up to and including the effective date of the demerger.
2-2-c.iii.	Whether and how the approach differs across the disclosures in this Standard and across material topics: This approach does not differ across the disclosure of material topics, unless specifically stipulated.

GRI 2-3 Reporting period, frequency and contact point

GRI reference	Related disclosure	Cross-references
2-3-a.	Our reporting year runs from 1 January to 31 December 2025.	
2-3-b.	The Sustainability reporting period is aligned with financial reporting, which also runs from 1 January to 31 December 2025.	
2-3-c.	Publication date: 2 March 2026	
2-3-d.	Contact for queries: angloamerican.com/contact-us Anglo American plc 17 Charterhouse Street London EC1N 6RA United Kingdom Tel +44 (0)20 7968 8888 Registered number 3564138 www.angloamerican.com Find us on Facebook Follow us on X	

GRI 2-4 Restatements of information

GRI reference	Related disclosure	Cross-references
2-4.	Report restatements of information made from previous reporting periods and explain the reasons and effects: – Any material restatements will be reflected as footnotes in the data tables on the Anglo American website. – Changes to historical data follow a formal change request process, which is signed off by relevant heads of functions and restated externally, if material.	

GRI 2-5 External Assurance

GRI reference	Related disclosure	Cross-references
2-5-a.	Describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved: As a member of the International Council on Mining and Metals (ICMM), Anglo American is committed to obtaining assurance over specified disclosures related to its Integrated Annual Report in accordance with the ICMM Mining Principles. In addition, Anglo American requires assurance over the annual performance of selected KPIs relating to its Sustainability-linked Bond (SLB) issued in September 2022.	
2-5-b.i.	Provide a link or reference to the external assurance report(s) or assurance statement(s): See our external sustainability Assurance Statement in our Integrated Annual Report, 2025 on pages 173 -176.	
2-5-b.ii.	Describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process: Assurance standard applied: This assurance engagement was performed in accordance with AccountAbility's AA1000AS v3 (2020) ("AA1000AS") and was conducted to meet the AA1000AS Type II Moderate and High level requirements respectively as indicated below. See our sustainability Assurance Statement for details related to what has been assured, on what basis, and the level of assurance obtained on pages 173-176 of our Integrated Annual Report 2025.	
2-5-b.iii.	Describe the relationship between the organisation and the assurance provider: IBIS ESG Consulting Africa (Pty) Ltd, trading as SLR, was commissioned by Anglo American plc (Anglo American) to conduct an independent third-party assurance engagement in relation to the sustainability information in its Integrated Annual Report (the Report) for the financial year ended 31 December 2025.	

GRI 2-6 Activities, value chain and other business relationships

GRI reference	Related disclosure	Cross-references
2-6.	<p>Report the sector(s) in which it is active. Describe its value chain, other relevant business relationships, and significant changes since the previous reporting period:</p> <p>Anglo American is a leading global mining company with a portfolio of world-class mining and processing operations and outstanding mineral endowments – primarily in copper, premium iron ore and crop nutrients – offering significant value-accretive growth optionality. We have around 43,000⁽¹⁾ employees working for us around the world.</p> <p>Our business</p> <p>Our products include many of the essential metals and minerals that are fundamental to the transition to a low-carbon economy and next-generation technologies, as well as meeting the growing demands for improved living standards across the world's developed and maturing economies, and feeding a growing global population. We endeavour to do so in a way that not only generates sustainable returns for our shareholders over the long term, but that also strives to make a real and lasting positive contribution to society as a whole.</p> <ul style="list-style-type: none"> - For an overview of our commodities and where we operate see our At A Glance Map - See Our Business Model in our Annual Integrated Report 2025 (page 8) - See Our Value Chain in our Annual Integrated Report 2025 (page 9) <p>For information on our Responsible Product offering see our Material Matter: <u>Responsible product offering</u> on page 92 of this report.</p>	

Activities and workers

GRI 2-7 Employees

GRI reference	Related disclosure	Cross-references
2-7.a.	<p>Total number of employees, and a breakdown of this total by gender and by region:</p> <p>Full-time employees (annual average) ⁽¹⁾: 43,477 (2024: 58,840) Contractors (annual average): 39,364 (2024: 53,537)</p> <p>Employees by region: See our At A Glance map in our Integrated Annual Report</p> <p>Employees by gender⁽²⁾:</p> <ul style="list-style-type: none"> – Number of female employees (including contractors): 14,907 (2024: 16,549) – Number of male employees (including contractors): 56,894 (2024: 65,331) <p>See our ESG Factbook for YoY and 5-year comparatives</p>	
2-7.b.	<p>At the end of 2025 Permanent employees by gender:</p> <ul style="list-style-type: none"> – Women as a % of total workforce: 27% (2024: 26%) – Men as a % of total workforce: 73% (2024: 74%) 	
2-7.c.	<p>Employee data is reported as head-count on a full-time equivalent basis, at the end of the reporting period as an average across the reporting period</p>	
2-7.d	<p>Report contextual information necessary to understand the data reported under 2-7-a and 2-7-b</p> <p>Refer to Material Matter: Talent attraction and retention</p>	
2-7.e	<p>Describe significant fluctuations in the number of employees during the reporting period and between reporting periods:</p> <p>Refer to Material Matter: Talent attraction and retention</p>	

⁽¹⁾ Data reflects the annual average of employees and aligns to the statutory definition in the Integrated Annual Report, prior years are prepared on a different basis, reflecting the annual average employees at managed operations during the year.

⁽²⁾ Employees by gender (including contractors) - this number excludes contractors from PGMs, Copper Peru and De Beers as gender information is not available.

GRI 2-8 Workers who are not employees

GRI reference	Related disclosure	Cross-references
2-8.a.	<p>Total number of workers who are not employees and whose work is controlled by the organisation:</p> <p>Contractors (annual average): 39,364 (2024: 53,537)</p>	
2-8.a.i.	<p>The most common types of worker and their contractual relationship with the organisation</p>	
2-8.a.ii.	<p>The type of work they perform</p>	
2-8.b.	<p>Contractor data is reported as head-count on a full-time equivalent basis, at the end of the reporting period as an average across the reporting period</p>	
2-8.c	<p>Describe significant fluctuations in the number of contractors during the reporting period and between reporting periods:</p> <p>Refer to Material Matter: Talent attraction and retention</p>	

Governance

GRI 2-9 Governance structure and composition

GRI reference

2-9.a

Describe its governance structure, including committees of the highest governance body:

Our governance structures:

Sustainability is critical to how Anglo American operates, and our governance structures are set up to support us in our progress towards delivering our sustainability targets, which in 2025 included our Sustainable Mining Plan goals. In this section, we review the Group's sustainability governance structure as well as the roles of the Board's Sustainability, Audit, and Remuneration committees.

The Board, through its role in setting the tone from the top, provides leadership to the Group and is collectively responsible for promoting and safeguarding the long-term success of the business. The Board is supported by a number of committees, to which it has delegated certain powers.

The role of these committees is summarised opposite, and their membership, responsibilities and activities during the year are detailed on pages 204-218 of the Integrated annual report 2025.

Some decisions are sufficiently material that they can only be made by the Board as a whole. The schedule of 'Matters Reserved for the Anglo American plc Board', and the committees' terms of reference, explain which matters are delegated and which are retained for Board approval; these documents can be found on the Group's website.

Executive structure

The Board delegates executive responsibilities to the chief executive officer, who is advised and supported by the ELT and ELT sub-committees on the critical business matters required to shape the Group. The ELT comprises the chief executive officer, chief operating officer, CEO marketing and chief officers of corporate functions, including the company secretary.

GRI reference

2-9.b

List the committees of the highest governance body that are responsible for decision-making on and overseeing the management of the organisation's impacts on the economy, environment, and people:

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

Sustainability Committee

The Committee oversees, on behalf of the Board, Group-level frameworks, policies and strategies which are designed to manage safety, health, environment, climate-related and socio-political risks and opportunities. Its objective is to ensure that the Group meets its sustainability commitments and supports our ambition to be a global leader in responsible mining.

The Committee is responsible for reviewing the causes of any fatal or significant sustainability incidents and ensuring learnings are shared across the Group.

The committee met four times in 2025. At each meeting, the Committee reviews detailed reports covering the Group's performance, risks and opportunities across a range of sustainability areas, including: safety; health and wellness; socio-political trends; human rights; climate change; and environmental and social performance. Significant safety, social, health and environmental incidents are reviewed at each meeting, as are the results from operational risk reviews and operational risk assurance.

The committee members are: independent non-executive directors Ian Ashby (chair of the committee), Marcelo Bastos, Nonkululeko Nyembezi, Magali Anderson, Anne Wade (from 1 January 2025), Stuart Chambers (chair of the Board) and Duncan Wanblad (chief executive officer).

The chief strategy & sustainability officer, chief technical officer, chief projects & development officer, chief legal & corporate affairs officer, SVP safety and SVP sustainability and social impact also participate in meetings of the Committee. Other members of senior management are invited to attend when necessary. Other non-executive directors regularly attend Committee meetings at the invitation of the chair.

Audit Committee

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

The Audit Committee also has responsibility for monitoring the Group's whistleblowing programme.

Role and responsibilities

- Monitoring the integrity of the annual and interim financial statements
- Making recommendations to the Board concerning the adoption of the annual and interim financial statements
- Overseeing the Group's relations with the external auditor
- Reviewing the independence, effectiveness and objectivity of the external auditor
- Reviewing and monitoring the effectiveness of the Group's risk management and internal control mechanisms
- Approving the terms of reference of the internal audit function and assessing its effectiveness
- Approving the internal audit plan and reviewing regular reports from the SVP risk and internal audit on effectiveness of the internal control system

- Receiving reports from management on the principal risks of the Group. Details of the principal risks are contained on pages 117 of the Integrated annual report.
- Reviewing the going concern assumptions
- Overseeing completion of the viability statement
- Reviewing the effectiveness of the Group’s Code of Conduct and the arrangements to counter the risk of bribery and corruption.

The committee members are: independent non-executive directors Hilary Maxson (chair of the committee), Nonkululeko Nyembezi, Ian Tyler and Anne Wade.

The chair, the chief executive officer, the chief financial officer, the SVP finance and performance management, the VP of financial reporting, the SVP risk and internal audit, and the chief legal & corporate affairs officer also participate in meetings of the Committee

The Nomination Committee

The role of the Nomination Committee is to assist the Board in regularly reviewing its composition and those of its committees, to lead the process for Board appointments, and ensure effective succession planning for the Board and senior management.

The Committee met four times in 2025, with full attendance by the members Stuart Chambers (Chair), Ian Ashby, Marcelo Bastos, Hilary Maxson, Hixonia Nyasulu (until 31 December 2025) and Ian Tyler.

The chief executive officer, the chief people & organisation officer and the chief legal & corporate affairs officer also participate in meetings of the Committee, when relevant to do so. Other non-executive directors may attend Committee meetings at the invitation of the chair

The Remuneration Committee determines the remuneration of executive directors, the chair and senior management, and oversees the remuneration policy for all employees. At Anglo American, the performance-based remuneration of all employees includes targets that measure our sustainability performance, including safety, health and environmental performance.

GRI reference
2-9.c

Describe the composition of the highest governance body and its committees:

The composition of our Board, whether they are executive or non-executive members, their independence, tenure, other significant positions held, gender, and other information can be found on pages 182-185 and on page 190 of our Integrated Annual Report.

At the date of this report, four (40%) of the 10 directors are female and one (10%) identifies as minority ethnic. Six different nationalities are represented, bringing experience from all of Anglo American’s major regions. A substantial majority of the Board have a nationality or place of origin outside the UK. Throughout 2025, the Company continued to meet the targets in the UK Listing Rules on having at least

40% female representation on its Board, and at least one director from a minority ethnic background.

GRI reference
2-9.c.i

Executive and non-executive members:
As at 31 December 2025

Number Executive Directors: 2

Number Independent Directors: 9

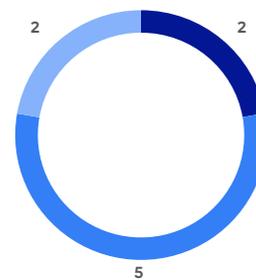
GRI reference
2-9.c.ii

Average Age: 61

GRI reference
2-9.c.iii

Average Tenure: 4.8

Tenure of the Non-executive Directors (including Chair)



- 0-3 years
- 3-6 years
- 6-9 years

GRI reference
2-9.c.iv

Average other significant positions held: 1.2

GRI reference
2-9.c.v

Gender:
As at 31 December 2025

% female Directors: 45%

% male Directors: 55%

Number female Directors: 5

Number male Directors: 6

Total Directors: 11

GRI reference
2-9.c.vi

Under -represented social groups:
As at 31 December 2025

Directors identifying at minority ethnic: 2

GRI 2-10 Nomination and selection of the highest governance body

GRI reference

2-10

Describe the nomination and selection processes for the highest governance body and its committee.

Describe the criteria used for nominating and selecting highest governance body members.

Board diversity policy statement: gender and ethnicity targets:

The Board is committed to ensuring that it has the right balance of skills, experience and diversity, and reflects the global reach of the Group, its employees and major markets. The Board strongly supports the targets of the FTSE Women Leaders and Parker reviews on gender and ethnic diversity. In support of these aims, in leading search processes to appoint new directors, the Nomination Committee retains the services of executive search firms that are accredited under the UK Government's Standard Voluntary Code of Conduct for Executive Search Firms.

Appointments to the Board are made on merit following rigorous search processes, ensuring the overall composition of the Board and all its committees continues to reflect an appropriate mix of capabilities, experience and diversity (of gender, ethnicity, nationality, age and perspectives).

The role of the Nomination Committee is to assist the Board in regularly reviewing its composition and those of its committees, to lead the process for Board appointments, and ensure effective succession planning for the Board and senior management.

For details on the nomination and selection processes for the Board and its committees, see pages 206–207 of our Integrated Annual Report 2025.

GRI 2-11 Chair of the highest governance body

GRI reference

2-11.a

Report whether the chair of the highest governance body is also a senior executive in the organisation:

Our chair, Stuart Chambers, is a non-executive director who met the independence criteria contained in the UK Corporate Governance Code on his appointment as chair in 2017. Stuart leads the Board, ensuring it works constructively as a team. His main responsibilities include: chairing the Board and the Nomination Committee and setting their agendas; Board composition and succession planning; providing support and counsel to the chief executive officer and his team; promoting the highest standards of integrity and governance; facilitating effective communication between directors; effective dialogue with shareholders and other stakeholders; and acting as ambassador for the Group.

There is a clear separation of responsibilities at the head of the Company between the leadership of the Board (the responsibility of the chair) and the executive responsibility for leadership of the Company's business (the responsibility of the chief executive officer).

The Board delegates executive responsibilities to the chief executive officer, who is advised and supported by the ELT and ELT sub-committees on the critical business matters required to shape the Group. The ELT comprises the chief executive officer, chief operating officer, CEO marketing and chief officers of corporate functions, including the company secretary.

GRI reference

2-11.b

If the chair is also a senior executive, explain their function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated:

Not applicable

GRI 2-12 Role of the highest governance body in overseeing the management of impacts

GRI reference

2-12.a

Describe the role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development:

Board governance framework:

The Board, through its role in setting the tone from the top, provides leadership to the Group and is collectively responsible for promoting and safeguarding the long-term success of the business. The Board is supported by a number of committees, to which it has delegated certain powers.

The role of these committees is summarised on page 189 of our Integrated annual report, and their membership, responsibilities and activities during the year are detailed on pages 204-216 of the Integrated Annual Report.

Some decisions are sufficiently material that they can only be made by the Board as a whole. The schedule of 'Matters Reserved for the Anglo American plc Board', and the committees' terms of reference, explain which matters are delegated and which are retained for Board approval; these documents can be found on the Group's website.

GRI reference

2-12.b

Describe the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people:

The Board is responsible for the overall conduct of the Group's business, its strategic direction and its organisational culture, ensuring these are aligned to our Purpose and Values.

The chief executive officer and the ELT formulate the Group's long-term strategy.

In addition to the scheduled Board meetings, the Board dedicates a full meeting to the discussion of the Group's strategy, addressing critical short-, medium- and long-term issues. This augments the discussion of strategic topics at every Board meeting.

The Board approves critical strategic decisions and endorses the Group's strategy, and reviews progress of delivery of the Group's strategic priorities, as well as periodic business strategic reviews.

» For more on Board activity during 2025, see pages 192-195 of the Integrated annual report 2025.

GRI reference

2-12.b.i. & ii.

Whether and how the highest governance body engages with stakeholders to support these processes, and how the highest governance body considers the outcomes of these processes:

The Board is committed to ensuring collaboration and partnering with a broad range of stakeholders, both directly and indirectly through reports from senior management. Stakeholder considerations form part of discussions at Board meetings and decision making takes into account potential impacts on our stakeholders, as described in our Section 172 statement on page 23 of the Strategic Report. How the Board interacts directly with certain of its key stakeholders is illustrated below. For further information on reflecting stakeholder views in the Board's decision making, please see page 22 of the Integrated annual report 2025.

» Detail on how the Board engages with stakeholders can be found on page 201 of the Integrated annual report 2025.

GRI reference

2-12.c

Describe the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in 2-12-b, and report the frequency of this review:

The Board is scheduled to meet at least six times a year but meets more often when circumstances warrant this. In 2025, the Board held six scheduled meetings and three special purpose meetings were convened to address urgent matters outside of the routine annual Board calendar. In addition to the scheduled Board meetings, the Board dedicates a full meeting to the discussion of the Group's strategy, addressing critical short, medium and long-term issues. This augments the discussion of strategic topics at every Board meeting. Annually, ELT members present to the Board in some depth on their respective areas of responsibility. In between meetings, the Board receives regular updates from the chief executive officer on operational and business performance, and engages with senior management on specific topic briefings.

» For more on Board activity during 2025, see pages 192 of the Integrated annual report 2025.

GRI 2-13 Delegation of responsibility for managing impacts

GRI reference

2-13

Describe how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including: whether it has appointed any senior executives with responsibility for the management of impacts; and whether it has delegated responsibility for the management of impacts to other employees.

Describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy, environment, and people:

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

Sustainability Committee

The Sustainability Committee holds accountability for overseeing how Anglo American manages its most material sustainability issues.

The Committee oversees, on behalf of the Board, Group-level frameworks, policies and strategies which are designed to manage safety, health, environment, climate-related and socio-political risks and opportunities. Its objective is to ensure that the Group meets its sustainability commitments and supports our ambition to be a global leader in responsible mining.

The Committee is responsible for reviewing the causes of any fatal or significant sustainability incidents and ensuring learnings are shared across the Group.

The Committee meets four times a year, and its members are: independent non-executive directors Ian Ashby (chair of the committee), Marcelo Bastos, Nonkululeko Nyembezi, Magali Anderson, Anne Wade (from 1 January 2025), Stuart Chambers (chair of the Board) and Duncan Wanblad (chief executive officer).

Business chief executive officers, the Group officers of legal & corporate affairs, technical & operations, strategy & sustainability, and projects & development also participate in meetings. Other non-executive directors and members of senior management are regularly invited to attend meetings, at the invitation of the chair.

Sustainability Strategy

Anglo American's sustainability governance framework supports an integrated, multi-disciplinary approach to sustainability, principally through our Sustainability Strategy.

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

- The Board approves critical sustainability decisions and endorses the Group's Sustainability Strategy
- The Board's Sustainability Committee assists the Board through regular review of progress to deliver the Group's strategic sustainability priorities and commitments
- The ELT formulates the Group's Sustainability Strategy and commitments and oversees delivery to ensure that material opportunities or issues affecting the implementation of the Sustainability Strategy are being effectively managed and our commitments remain relevant and appropriate
- The Sustainability SteerCo is a cross-functional forum comprising relevant senior functional leaders in the Group, that provides additional oversight and tracks progress on the delivery of our sustainability commitments. It is responsible for making recommendations to Board committees and ELT in relation to sustainability performance, including remuneration metrics.

The CEO's Business Scorecard offers a succinct, yet comprehensive, view of our business performance, closely aligned with Anglo American Operating Model principles. It is a management tool used by the chief executive officer to track business performance through a focused set of financial and non-financial measurements, including sustainability performance. Each business, asset and function is also responsible for setting its own scorecard, aligned with the CEO's Business Scorecard, and reporting against performance on a quarterly basis to the ELT. The CEO's Business Scorecard is shared with the Board and performance against sustainability metrics shared with the Board's Sustainability Committee.

GRI 2-14 Role of the highest governance body in sustainability reporting

GRI reference

2-14.a

Report whether the highest governance body is responsible for reviewing and approving the reported information, including the organisation's material topics, and if so, describe the process for reviewing and approving the information.

GRI reference

2-14.b

If the highest governance body is not responsible for reviewing and approving the reported information, including the organisation's material topics, explain the reason for this.

The Board reviews and approves the Integrated Annual Report which includes detailed reporting on all material topics.

The Sustainability-related disclosure supplement 2025 is reviewed and approved by relevant Senior Vice Presidents (Sustainability & Social Impact, SHE, Processing, Mining, IM, Legal, Supply Chain, Corporate Affairs, Tax, Culture, Talent & I&D).

GRI 2-15 Conflicts of interest

GRI reference

2-15.a

Describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated:
Nomination Committee

The role of the Nomination Committee is to assist the Board in regularly reviewing its composition and those of its committees, to lead the process for Board appointments, and ensure effective succession planning for the Board and senior management.

Time commitment and external appointments

The Nomination Committee conducts an annual review of the time commitment expected from each of the non-executive directors and affirms that the directors devote the requisite time to meet the expectations of their role. In making this assessment, the Nomination Committee considers directors' attendance at Board and committee meetings, their external positions, and the chair is asked to comment on their individual performance as part of the Board's effectiveness review. Overall, a minimum expected time commitment of 30 days per annum is set out in the non-executive directors' letters of appointment; however, the senior independent director and committee chairs devote more time as required by their roles. The anticipated annual time commitment expected from the chair of the Board is the equivalent of two to three days per week in the normal course of business. Directors are expected to prepare for and attend Board and committee meetings as relevant, a full day Board strategy meeting, the AGM (and any other shareholder general meetings which may be required) and at least one site or location visit annually.

The Board acknowledges that non-executive directors have business interests other than those of the Company. Prior to their appointment to the Board, non-executive directors are required to declare any directorships, appointments and other business interests to the Company in writing. Non-executive directors are required to seek the approval of the chair, chief executive officer and Group company secretary, on behalf of the Board, before accepting additional significant commitments that might be a potential conflict of interest or affect the time they are able to devote to their role. New appointments are then reported to the full Board.

Currently, only one of the non-executive directors holds more than two external board appointments. The Nomination Committee has considered these external commitments, taking into account the time commitment required for each role, and is satisfied they do not impact the individual Board members' ability to discharge their responsibilities fully and effectively.

Executive directors are required to seek approval from the Board, following consideration by the Nomination Committee, before accepting an external directorship. The Board would not normally permit an executive director to hold more than one external non-executive directorship in a FTSE 100 company (or other equivalent publicly quoted company), nor the chair role of any such company.

» For more information on Code of Conduct

Visit www.angloamerican.com/code-of-conduct

GRI reference

2-15.b.i

Report whether conflicts of interest are disclosed to stakeholders – cross-board membership:

Details of the external board appointments held by the non-executive directors of the Board can be found on page 188 of our Integrated Annual Report. None of the executive directors have cross-board memberships. All directors have a duty to avoid situations where they have a direct or indirect interest that conflicts, or may conflict, with the best interests of the Company. Prior to their appointment to the Board, non-executive directors are required to declare any directorships, appointments and other business interests to the Company in writing. Non-executive directors are required to seek the approval of the chair, chief executive officer and Group company secretary, on behalf of the Board, before accepting additional significant commitments that might be a potential conflict of interest or affect the time they are able to devote to their role. New appointments are then reported to the full Board. The Company maintains a Register of External Appointments and Conflicts, which is reviewed annually by the Board's Nomination Committee.

GRI reference

2-15.b.ii

Cross-shareholding with suppliers and other stakeholders

Not applicable

GRI reference

2-15.b.iii

Existence of controlling shareholder

Not applicable, per the Directors' Report in our Integrated Annual Report, pages 389-390.

GRI reference

2-15.b.iv

Related parties, their relationships, transactions, and outstanding balances

Not applicable

Guidance to 2-15-b-iii

The organisation should use the definition of controlling shareholder applied in the organisation's consolidated financial statements or equivalent documents.

GRI 2-16 Communication of critical concerns

GRI reference

2-16.a

Describe whether and how critical concerns are communicated to the highest governance body:

Identifying and evaluating matters that are of material interest to our stakeholders and to our business is integral to our planning processes and helps support the delivery of Anglo American’s strategy.

Identifying and evaluating our material matters, the process we follow can be found on pages 41-42, and how we engage our stakeholders can be found on pages 38-39 of this report. An overview of this process was presented to the Board for review and input.

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.

Our Whistleblowing Policy sets out our approach to reporting issues and concerns confidentially or, if preferred, anonymously. Anglo American does not tolerate any form of retaliation against anyone raising or helping to address a concern. This policy also outlines the availability and use of our YourVoice confidential reporting service, which 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.

At a Group level, the Compliance Committee supports the Audit Committee, and ELT in overseeing the implementation of an annual compliance management programme that supports building and sustaining a culture of compliance with our Conducting Business with Integrity policy requirements.

Regular updates are provided to the Compliance Committee on management plans across the businesses, risk management, mitigation actions, and wider improvement initiatives.

» For more information on YourVoice
Visit www.angloamerican.com/your-voice

» For more information on Code of Conduct
Visit www.angloamerican.com/code-of-conduct

GRI reference

2-16.b

Report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period:

Using YourVoice

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.

Breakdown of YourVoice reports received (%)⁽¹⁾

People

Bullying, harassment, victimisation and other related matters



Employment, personnel policy and other people-related matters



Legal and regulatory (including corruption, fraud and criminal activity)



Other



Safety and health



Suppliers and procurement



Social and environment



Information security and data privacy



⁽¹⁾ Computational discrepancies may occur due to rounding.

Critical concerns include concerns about the organisation's potential and actual negative impacts on stakeholders raised through grievance mechanisms and other processes. They also include concerns identified through other mechanisms about the organisation's business conduct in its operations and its business relationships. See guidance to Disclosure 2-25 and Disclosure 2-26 in this Standard for more information.

GRI 2-17 Collective knowledge of the highest governance body

GRI reference

2-17

Measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development:

The Board recognises the importance of director education and ongoing development. Following appointment, and as required, all directors receive orientation and development opportunities appropriate to their level of experience and knowledge. This includes the provision of a comprehensive and formal induction programme tailored to the director's experience and background, individual briefings with ELT members and their teams to provide information about the Group's business, culture and Values.

Newly appointed directors may attend meetings with external advisers, participate in site visits and receive other relevant information to enable them to perform their duties effectively and contribute to Board discussions and decision making.

Throughout the year, the non-executive directors undertake in-depth briefings with management and subject matter experts on specific topics.

In addition to scheduled Board operational site visits, non-executive directors are expected to spend time at the Group's operations to meet management and members of the workforce.

Details of the each of the executive and non-executive members' cross-board memberships can be found on pages 182-185 of our Integrated Annual Report 2025.

GRI 2-18 Evaluation of the performance of the highest governance body

GRI reference

2-18.a

Describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organisation's impacts on the economy, environment, and people:

Each year, the Board undertakes a rigorous review of its own effectiveness and performance, and that of its committees and individual directors. Undertaking regular reviews increases the Board's effectiveness and allows it to identify areas for improvement. At least every three years, the review is externally facilitated. In 2025, an external review was undertaken. The process for how the review was conducted and its findings are illustrated on the following pages. See pages 196-197 of the Integrated Annual Report.

The last externally facilitated Board effectiveness review was undertaken in 2024, the results of which were reported in the 2024 Integrated Annual Report. The Board made good progress throughout 2025 on implementing the actions to address the findings from the 2024 review, as illustrated in the Integrated Annual Report on page 197.

GRI reference

2-18.b

Report whether the evaluations are independent or not, and the frequency of the evaluations:

2025 Board effectiveness review process

In 2025, the directors completed the online questionnaire-based internal effectiveness review. To allow the Board and its committees to judge progress over a three-year period, the review explored similar areas to the 2024 review. The 2025 review reaffirmed that the Board believes that it operates effectively, is strongly collegiate and well-functioning, with a good balance and challenge of executive leadership.

The review of the chair's performance was led by a senior independent director and the results discussed at a meeting of the non-executive directors without the chair present. The senior independent director engaged with the executive directors separately as part of this review.

Committee effectiveness in 2025

The committee reviews explored ways in which they could improve their overall effectiveness, their performance and any areas they needed to address in 2025. All Board committees were believed to be performing well and were appropriately constituted.

GRI reference

2-18.c

Describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices:

Key findings from the review

The 2025 review reaffirmed that the Board believes that it operates effectively, is strongly collegiate and well-functioning, with a good balance and challenge of executive leadership.

Actions taken in 2025 to address the areas identified by the Board as effectiveness priority areas following the 2024 external review can be found on page 197 of the Integrated Annual Report.

Results of the Committee effectiveness reviews can be found on page 196 of the Integrated Annual Report.

GRI 2-19 Remuneration policies

GRI reference

2-19.a

Describe the remuneration policies for members of the highest governance body and senior executives:

The Remuneration Committee's core responsibility is to ensure that the remuneration arrangements for executive directors and members of the ELT both align with and promote the successful execution of the Company's strategy over both the short and long term. Our approach aims to create sustainable value for shareholders in a fair and responsible way and remuneration outcomes are intended to reflect the performance delivered and the returns generated for you as shareholders.

Changes to the directors' remuneration policy and summary of decision-making process

Following a comprehensive review of the remuneration arrangements for our most senior levels of management, the Committee was satisfied that the overall remuneration framework remains broadly appropriate for Anglo American in its current form. However, we are proposing some amendments to the policy summarised below which the Committee believes will further drive and incentivise performance, as well as ensuring continued alignment to the UK market and global competitiveness.

- a) The maximum opportunity under the LTIP has been increased to 450% and 400% of base salary for the chief executive officer and chief financial officer respectively.
- b) The annual bonus deferral arrangements will be simplified, such that 50% of any annual bonus earned is deferred into shares for three years. Where shareholding guidelines have been met, the proportion of any annual bonus earned will reduce to 20%.

Further details are provided on these changes in the Remuneration Committee chair's statement on page 221 of the Integrated annual report 2025.

In addition to the above, other minor changes have been made to the wording of the Policy to aid operation, improve clarity and align to best practice.

The Company will put the new remuneration policy to shareholders for a binding vote at the AGM on 29 April 2026. In light of the proposed merger with Teck, and the need to ensure remuneration arrangements continue to support the strategy of the combined entity, the Committee therefore currently anticipates that soon after completion of the merger with Teck, the new Board of Anglo Teck will propose a new policy for the combined business.

In determining the policy, the Committee undertook an in-depth and holistic review of the existing policy, which included discussions on the content of the policy at five Committee meetings. The Committee considered input from management, our independent advisers and consulted with our major shareholders.

Market information relating to both the FTSE 100 and global mining sector peers was considered in the development of the new policy.

GRI reference

2-19.a.i

Including, fixed pay and variable pay:

Key aspects of the remuneration policy for executive directors include:

Basic salary: Basic salary levels are normally reviewed annually by the Committee (but may be reviewed at other times), taking into account factors including the Group's performance, individual performance, market practice at other companies of a similar size and complexity as well as at other companies in the mining sector, levels of increase for the wider workforce and wider market salary inflation.

The Committee considers the impact of any basic salary increase within the context of the total remuneration package.

Annual bonus: The annual bonus is awarded based on a combination of measures, determined by the Committee each year to ensure continued alignment with the Group's financial goals, strategic priorities and business needs.

Where share ownership guidelines have not been met, 50% of the annual bonus earned will normally be deferred into awards/shares under the Bonus Share Plan (BSP), vesting after three years.

Where shareholding guidelines have been met (as determined by the Committee), the proportion of annual bonus to be deferred will normally reduce to 20%.

Dividends or dividend equivalents are paid on Bonus Shares.

Malus and clawback provisions apply as described below.

Long Term Incentive Plan (LTIP): Conditional awards of shares or nil-cost options are granted annually, with a performance period of normally at least three years.

Any awards that vest are subject to a holding period so that the overall LTIP time horizon normally is at least five years.

Vested awards may not generally be sold during the holding period, other than to cover tax liabilities arising on vesting.

Dividend equivalents accrue over the vesting period and are payable in respect of awards that vest.

Malus and clawback provisions apply as described below.

For Malus and clawback - refer to GRI 2-19.a.iv on page 21

GRI reference

2-19.a.ii

Including, sign-on bonuses or recruitment incentive payments:

For external appointments, the Committee may determine that it is appropriate to offer remuneration (i.e. buy-out awards) to replace any remuneration opportunity or other contractual entitlement forfeited at a previous employer, when it considers this to be in the best interests of the Company and its shareholders. The terms of any buy-out awards will normally be determined taking into account the nature, time horizons and performance requirements of remuneration forfeited, and the likelihood of such requirements being met. Any such buy-out awards will typically be made under the existing annual bonus and LTIP schemes, although, in exceptional circumstances, the Committee may exercise the discretion available under the relevant Listing Rule 9.4.2 to make awards using a different structure. Shareholders will normally be notified of any buy-out awards at the time of appointment or in the following year's directors' remuneration report.

For internal appointments or directors that joined the Board following a merger or acquisition of another company, any commitments made before appointment and not relating to the appointment will be honoured according to their terms.

Other elements may be included in the following circumstances:

- An interim appointment being made to fill an executive director role on a short-term basis
- If exceptional circumstances require that the chair or a non-executive director takes on an executive function for a short-term basis
- If an executive director is appointed at a time in the year when it would be inappropriate to provide an annual bonus or LTIP award for that year. Subject to the limit on variable remuneration set out above, the quantum in respect of the period employed during the year may be transferred to the subsequent year
- If the executive director is required to relocate, reasonable relocation, travel and subsistence payments may be provided (either via a one-off payment or ongoing payments or benefits). Repatriation costs to the director's country of origin may also be paid where a director is retiring.

GRI reference

2-19.a.iii

Including, termination payments:

Policy on payments to executive directors leaving the Group - refer to page 236 of the Integrated annual report 2025

GRI reference

2-19.a.iv

Including, clawbacks:

Malus and clawback

Awards under the annual bonus (including both cash and any deferred bonus awards under the BSP) and LTIP are subject to malus and clawback provisions over the following time periods:

(see table below disclosure section)

	Malus	Clawback
Annual bonus	To such time as payment is made	Up to two years following payment
Deferred bonus	To such time as the award vests	Up to two years following vesting
LTIP	To such time as the award vests	Up to two years following vesting

Clawback may be applied in the circumstances below. Malus may be applied in the circumstances below, as well as in other exceptional circumstances, at the Committee's discretion.

- Material misstatement in results
- Misconduct
- Material failing in risk management
- Error in calculation.

A two-year clawback period following payment of an annual bonus and vesting of deferred bonus/LTIP awards is considered appropriate on the basis that: it is reasonable to assume that the circumstances in which clawback may apply would be discovered within the two years following payment/vesting; a two-year clawback period is considered reasonable to support the enforceability of clawback; the clawback periods are broadly aligned with FTSE 100 market practice.

GRI reference

2-19.a.v

Including, retirement benefits:

Executive directors participate in defined contribution pension arrangements.

Executive directors may request a pension allowance to be paid in place of defined contribution arrangements.

Executive directors appointed prior to December 2022 had the choice for contributions which may not be paid to a UK-registered pension scheme as a result of applicable limits (either annual allowance or lifetime allowance) to be treated as if paid to an unregistered unfunded retirement benefit scheme (UURBS).

The UURBS is closed to new members and future executive directors will not be eligible to join this scheme. Instead, any pension contributions outside of applicable limits may be paid as a cash equivalent.

The maximum pension contribution or cash allowance is aligned with the contribution levels available for all of the wider UK workforce (currently 15% of salary).

GRI reference

2-19.b

Describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organisation's impacts on the economy, environment, and people:

Performance measures for 2025

In line with the 2023 policy, 50% of the annual bonus will be linked to financial performance with the remaining 50% based on safety, health and environment measures (20%), strategic measures (16%) and personal measures (14%).

In 2025, the structure of the LTIP included a 50% weighting on relative (total shareholder return) TSR. Financial measures based on ROCE and sustaining attributable free cash flow (SAFCF) accounted for 15% each and the remaining 20% was focused on ESG, with two measures included for 2025.

At Anglo American, our vision is to promote an inclusive and diverse environment where every colleague is valued and respected for who they are and has the opportunity to fulfil their potential. To recognise this priority, gender representation was an ESG measure for the 2025 LTIP, and aligns with our gender representation goals.

The Global Industry Standard on Tailings Management (GISTM) is a key priority for the business. In 2025, the GISTM measure proposed was a continuation of the 2024 measure. Tailings management forms part of the Group's principal risks and compliance with GISTM seeks to improve safety and performance of the tailings facilities, reducing this risk. As a member of the International Council on Mining and Metals (ICMM) that expects its members to demonstrate their levels of conformance to GISTM, the Tailings measure has considered the required pathways towards conformance across the various tailings storage facilities.

Performance Measures for 2026

The structure of the performance measures for the 2026 annual bonus award will be as follows:

- EPS (20% weighting) – On performance at actual prices and FX
- SAFCF (15%) – Sustaining attributable free cash flow at fixed prices and FX
- EBITDA (15%) – On performance at fixed prices and FX
- SHE measures (20%) – Safety objectives focused on elimination of fatalities, environment, health and injuries
- Strategic measures (20%) – Strategic objectives supporting the Group's delivery on operational excellence, portfolio simplification and growth
- Personal strategic measures (10%) – Individually tailored objectives to motivate the execution of the Group strategy.

The structure of the performance measures for the 2026 LTIP

Relative TSR performance will have a 40% weighting and ROCE will have a 40% weighting, recognising that ROCE is a key metric in assessing the success of the execution of the strategy and return we are generating for shareholders.

ESG objectives will continue to have a 20% weighting and are aligned with our updated Sustainability Strategy.

The Gender Representation measure proposed for the 2026 LTIP is a continuation of the 2025 LTIP measure, supporting our gender representation goals.

For 2026, in recognition of its strategic importance, a Livelihoods measure is proposed which measures the number of jobs supported.

The Committee sets targets which strike the right balance of being stretching and supporting shareholder value creation while being achievable and motivational for management. The Committee considers a ROCE target range of 12% to 20% continues to be appropriately stretching.

ROCE will be measured solely on the performance of the simplified portfolio, with all discontinued operations and De Beers excluded from the calculation. Discontinued operations and De Beers are expected to leave the portfolio within a significantly shorter timeframe than the three-year LTIP cycle.

The outcome will exclude the capital employed associated with major capital works in progress, most notably the Woodsmith project; this will ensure the measure reflects the performance of productive, earnings-generating operations, consistent with the purpose of the metric.

GRI 2-20 Process to determine remuneration

GRI reference

2-20.a

Describe the process for designing its remuneration policies and for determining remuneration:

The Remuneration Committee's core responsibility is to ensure that the remuneration arrangements for executive directors and members of the ELT both align with and promote the successful execution of the Company's strategy over both the short and long term. Our approach aims to create sustainable value for shareholders in a fair and responsible way and remuneration outcomes are intended to reflect the performance delivered and the returns generated for you as shareholders.

The design of our remuneration policies and practices, for band 3 and below employees, is underpinned by six principles outlined in our Reward Philosophy:

- 1 Business alignment – Rewards support leaders in achieving business goals and creating our desired culture
- 2 Consistency with flexibility – Rewards are applied consistently yet allow for talent development and mobility
- 3 Market relevance – Rewards are competitive and support our ability to attract and retain the right people in the right roles at the right time
- 4 Holistic employee experience – Rewards form one part of our Employee Value Proposition. People join or stay at Anglo American for the whole employee experience
- 5 Fairness and inclusion – Rewards are fair, equitable and consciously inclusive, and enable all employees to thrive and realise their potential
- 6 Well-being focus – Rewards help employees to live longer, healthier and more fulfilling lives and are a core part of our well-being strategy

These principles are translated into our Reward guidelines, frameworks and procedures. All reward decisions – both policy and individual – are made with reference to these principles.

Determining remuneration for the band 3 and below population involves the following key steps:

- 1 Job Evaluation – objective and consistent method of determining the relative size of jobs within our organisation, to establish the correct grade for each job
- 2 Benchmarking – we utilise reputable market data which provides comparable positions in the same industry and geographic location
- 3 Market positioning – our preferred market positioning is situated between the median and upper quartile, with flexibility to reflect local talent dynamics
- 4 Salary scales – salary scales are developed with sufficient range around the identified market positioning point, to allow for the differentiation of base salary according to our Pay Progression Methodology

5 Variable pay – short- and long-term incentives are implemented according to the grade of the role:

- Short-term incentives (STIs) are built around driving high performance through delivering stretch annual business targets. Bonus rates are globally aligned for our band 6 and above population and locally determined for band 7 and below employees, based on local market prevalence and practice, influenced by negotiation with trade unions where applicable
- Long-term incentives (LTIs) are offered to band 4 and above employees and are built around sustainable long-term delivery of the business strategy.

GRI reference

2-20.a.i

Including, whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration:

Independent highest governance body members/ independent remuneration committee do not oversee fixed pay remuneration for employees at the band 3 level and below. Typically, line managers and people & organisation are responsible for determining remuneration within pay frameworks and systems, with appropriate escalation for any exceptional cases. For variable pay, strategic priorities are identified at the ELT level and these are then cascaded into individual/team goals that influence bonus and LTIP outcomes. The Remuneration Committee approves goals and LTIP metrics for executive directors, which are then generally cascaded as appropriate to the remaining eligible population.

GRI reference

2-20.a.ii

Including, how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration:

We maintain active channels of communication with the workforce on an informal and ad hoc basis, and consult with the workforce via our Global Workforce Advisory Panel (GWAP) regarding key topics and significant planned changes.

GRI reference

2-20.a.iii

Including, whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organisation, its highest governance body and senior executives:

We do leverage a range of third-party vendors and partners in the design and development of pay frameworks and in obtaining external benchmark data; however, determination of pay is managed internally.

GRI reference

2-20.b

Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable:

2026 executive directors' remuneration policy

Changes to the directors' remuneration policy and summary of decision-making process

Following a comprehensive review of the remuneration arrangements for our most senior levels of management, the Committee was satisfied that the overall remuneration framework remains broadly appropriate for Anglo American in its current form. However, we are proposing some amendments to the policy summarised below which the Committee believes will further drive and incentivise performance, as well as ensuring continued alignment to the UK market and global competitiveness.

- a) The maximum opportunity under the LTIP has been increased to 450% and 400% of base salary for the chief executive officer and chief financial officer respectively.
- b) The annual bonus deferral arrangements will be simplified, such that 50% of any annual bonus earned is deferred into shares for three years. Where shareholding guidelines have been met, the proportion of any annual bonus earned will reduce to 20%.

Further details are provided on these changes in the Remuneration Committee chair's statement on page 221 of the Integrated annual report.

Refer to GRI 2-19a on page 20.

GRI 2-21 Annual total compensation ratio

GRI reference

2-21.a

Report the ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual):

CEO pay ratio

Our CEO pay ratio for 2025 is based on our total UK population.

At 49:1, the CEO pay ratio at the median has increased from the median ratio of 39:1 (restated) in 2024.

Refer to the remuneration report on page 256.

GRI reference

2-21.b

Report the ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual):

This information is not available.

GRI reference

2-21.c

Report contextual information necessary to understand the data and how the data has been compiled:

The table shows our CEO pay ratio for 2025 based on our total UK population, and the methodology used for the calculation.

Option A has been used to calculate the ratio, being the most comprehensive methodology of the three prescribed methods. This methodology uses the full-time equivalent pay and benefits data for all UK employees during the year and compares the single-figure number for employees at the 25th, 50th and 75th percentiles against the chief executive officer at the snapshot date of 31 December 2025, the last day of the financial year.

The salary, benefits and share plan data has been taken on a full-time equivalent basis, however, the annual bonus and LTIP values have been taken on an estimated basis. All other elements were calculated in line with the methodology used for the chief executive officer.

The employee at the 50th percentile does not participate in a long-term incentive plan and does not receive all benefits applicable to the chief executive officer. Therefore, the ratio is not a direct comparison with the total remuneration of the chief executive officer. Having reviewed the reasons for the change in the median pay ratio, the Company is satisfied that the ratio is appropriate.

Financial year ending	Method used	25th percentile	Median percentile	75th percentile
2025	Option A	80:1	49:1	27:1
2024 ⁽¹⁾	Option A	64:1	39:1	22:1
2023	Option A	58:1	35:1	19:1
2022	Option A	122:1	72:1	41:1
2021	Option A	225:1	141:1	79:1
2020	Option A	188:1	126:1	74:1
2019	Option A	205:1	133:1	60:1

⁽¹⁾ 2024 numbers have been restated in line with the updated LTIP value based on actual share price at vesting as outlined on page 245.

Strategies, policies and practices

GRI 2-22 Statement on sustainable development strategy

GRI reference

2-22.a

Report a statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development:

Our commitment to producing the metals and minerals that the world so urgently needs, and doing so responsibly, is at the heart of everything we do. FutureSmart Mining™ – how we integrate our innovative approach to sustainability with our technical expertise – is critical to us achieving our sustainability ambitions and successfully delivering the significant growth options in our portfolio.

Our Sustainability Strategy is where FutureSmart Mining™ comes to life, ensuring we deliver improved business and ESG outcomes where we operate. We recently updated this strategy – still underpinned by the three familiar themes that have shaped our approach since 2018: building trust as a corporate leader, contributing to a healthy environment, and helping create thriving communities – and now with a tailored approach which accommodates distinct local contexts and balances global targets with business-specific targets, recognising that one size rarely fits all.

With Quellaveco established as our first FutureSmart mine, we are building on this sustainability-led approach at our next generation of projects: at Woodsmith in the UK and Sakatti in Finland, itself designated a Strategic Project by the EU in March 2025.

This approach is embedded in our strategy, from day-to-day operational decisions to portfolio choices; we believe it is a prerequisite for sustainable value creation, while being integral to our DNA as a company. Our aim is to reliably and responsibly provide metals and minerals needed to decarbonise our planet and that are the building blocks of modern life – from housing to food – for ever more people.

Anglo American's reputation as a responsible mining company supports our ability to access future resource development opportunities, both from the significant mineral endowments within our business and more broadly. It is critical to delivering our growth ambitions, while also enabling us to form meaningful partnerships to deliver sustainability outcomes far beyond our own financial investments, for the benefit of our stakeholders.

Our Sustainability Strategy is integral to FutureSmart Mining™. Designed to be a flexible, living approach, we have updated our Sustainability Strategy (previously known as our Sustainable Mining Plan) for our simplified portfolio to ensure that our sustainability ambitions remain relevant and deliver tangible value for our many stakeholders. 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.

It is founded on three core principles:

- Protecting and creating value: sustainability priorities are aligned with business and stakeholder value.
- Tailored to local context: flexibility for assets to focus on what matters most, in each of our businesses and to our local stakeholders, while staying true to the level of Anglo American's sustainability ambitions.
- Delivery-focused: maximising impact with clear and cost-efficient pathways, accountabilities, and integration into asset strategies.

Our ambition is anchored in value creation and impact delivery. Sustainability is central to enabling efficient, resilient production today whilst building the trust with our stakeholders that is required to maintain our social licence to operate long term.

We retain our Group-wide commitment to zero-harm and have updated targets on Climate, Nature, and Livelihoods for the simplified portfolio. Targets for Water, Health, and Education have been localised to each business based on local needs, context and to maximise positive impact. We are maintaining our strong foundation in human rights and responsible mining. We will also continue to use our global voice to advance the case for responsible mining across the industry.

Four key areas – integrated strategy and planning, partnerships, technology and innovation, and leadership and culture – enable us to deliver on our promises.

» For more information on our updated Sustainability Strategy, visit www.angloamerican.com/sustainability-strategy

The organisation should describe:

- its short-, medium- and long-term vision and strategy to manage its impacts on the economy, environment, and people, including impacts on their human rights, across the organisation's activities and business relationships
- how its Purpose, business strategy, and business model aim to prevent negative impacts and achieve positive impacts on the economy, environment, and people
- its short- and medium-term strategic priorities for contributing to sustainable development, including how the priorities are aligned with authoritative inter-governmental instruments
- the broader trends (e.g. macro-economic, social, political) affecting the organisation and its strategy for contributing to sustainable development
- the key events, achievements, and failures associated with the organisation's contribution to sustainable development during the reporting period
- a view of performance against goals and targets related to the organisation's material topics during the reporting period
- the organisation's main challenges, goals, and targets regarding its contribution to sustainable development for the next year and the coming three to five years.

GRI 2-23 Policy commitments

GRI reference

2-23.a

Describe its policy commitments for responsible business conduct:

Business conduct

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

Code of Conduct

Our overriding approach to the ethical business conduct that underpins our reputation as a reliable and dependable partner is outlined in our Code of Conduct.

Our Code of Conduct is an example of our Values in action. Serving as a single point of reference for everyone associated with us, it brings together the commitments and standards that determine how we conduct business. It explains the basic requirements and behaviours we all need to live up to every day. Our Code of Conduct also serves as a guide that directs us to policies, standards and further information sources that can support us, and all those associated with us, to choose to do the right thing.

Our 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.

Our Whistleblowing Policy sets out our approach to reporting issues and concerns confidentially or, if preferred, anonymously. Anglo American does not tolerate any form of retaliation against anyone raising or helping to address a concern. This policy also outlines the availability and use of our YourVoice confidential reporting service, which 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.

The Anglo American Safety, Health and Environment (SHE) Policy

Aligned with our Purpose, Values and SHE standards, the SHE Policy embodies three guiding principles:

- Zero mindset: we apply the hierarchy of controls to eliminate or reduce SHE exposure risks and remediate, offset and rehabilitate the SHE impacts arising from our activities, products and services

- No repeats: necessary steps are taken to reactively and proactively learn from SHE incidents and insights from verification, assurance and SHE performance monitoring and to prevent their re-occurrence
- Simple non-negotiable standards: we apply common, simple non-negotiable Group standards and procedures throughout the Group as a minimum requirement.

» For more on our SHE Policy

Visit www.angloamerican.com/she-policy

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.

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.

They are designed to equip operations in effective implementation and compliance.

The Anglo American Social Way

Our Social Way provides a social performance management system framework for all Anglo American-managed sites, at all phases of development.

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

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

The Social Way emphasises the integration of social performance into our core operational planning and processes, including our Operating Model and Sustainability Strategy. It requires a cross-disciplinary approach to the management of social performance at site level. The Social Way management system framework is one of the main vehicles through which we are working to achieve some of our ambitious sustainability commitments.

To build trust through transparency and accountability, we have made the Social Way publicly available in English, Portuguese and Spanish. This allows our stakeholders to understand what our standards are and what they can expect of us. We also seek to influence best practice in the wider industry by making the Social Way readily available as a reference for other companies through an interactive web platform.

Accountability and engagement are a core element of our Social Way approach. By having strong mechanisms in place for accountability, such as community engagement forums, we aim to build trust and mutual understanding with our communities, based on their participation and oversight of our social performance work. We recognise that the context for engagement and accountability differs across sites and is more challenging in some places than others. We are committed to taking the time needed and supporting sites to design and embed a holistic approach to strengthening accountability that is informed by their local context.

Embedding the Social Way across the business

We continue working to strengthen and broaden our social performance competencies through embedding the Social Way across Anglo American.

In 2025, we completed a review and update of the Policy framework and will publish the updated Social Way Policy and introduce the new Social Way Standard in early 2026. The Policy and Standard are supported by a practitioner toolkit, a set of practitioner tools and procedures, providing best-practice guidance on how to meet our commitments and implement the mandatory requirements set out in the Social Way Standard. Further improvements and new content are planned for the toolkit in 2026. With these updates, we believe the Social Way will continue to be one of the most robust and comprehensive social performance management systems in the mining sector.

As part of the update of the Social Way Policy framework, we undertook a strategic review of our Social Way independent site-level assurance process to deliver a more efficient and value-adding process that is risk- and context-based. The proposed changes seek to improve:

- Clarity on the minimum mandatory requirements within the management system, helping sites to manage the significant complexity within our ever-shifting external context
- Utility of the assurance outcomes, providing a clearer process for sites to identify and execute meaningful corrective actions that will provide more value from our management system for the business and our stakeholders
- Scheduling and efficiency, reducing ‘audit burden’ and planning the assurance process so it aligns better with other critical business processes and contributes to successful outcomes in third-party certification
- Centring of the assurance process on the site-specific risk and socio-economic context, supporting our operations to prioritise the most material social performance risks, impacts and opportunities.

We piloted the revised assurance process in 2025 and it will be rolled out more widely across the portfolio in 2026.

» For more information on the Social Way
Visit www.socialway.angloamerican.com/en

GRI reference

2-23.a.i

Including, the authoritative intergovernmental instruments that the commitments reference:

Benchmarking and supporting anti-corruption initiatives
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 assessed against the Business Conduct and Ethics categories of the Dow Jones Sustainability Index, and Sustainalytics, as an opportunity to benchmark best practice and work to continuously improve our internal processes and level of disclosure.

GRI reference

2-23.a.ii

Including, whether the commitments stipulate conducting due diligence:

Our organisation's policy commitments expressly require the performance of due diligence across a wide range of risk areas. This obligation is embedded in various policies and activities, such as those relating to suppliers and other business partners, human rights, social investment and donations. Due diligence is fundamental to our decision-making processes and underpins responsible business conduct throughout the organisation.

GRI reference

2-23.a.iii

Including, whether the commitments stipulate applying the precautionary principle:

This information is not available.

GRI reference

2-23.a.iv.

Including, whether the commitments stipulate respecting human rights:

Human and Labour Rights

Consistent with our Values, we are committed to respecting human rights across every area of our business. We strive to embed human rights as a foundation of the approaches and standards that we apply throughout our business and value chains.

GRI reference

2-23.b

Describe its specific policy commitment to respect human rights:

Our Human Rights Policy

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.

The primary Group standards and policies that support human rights due diligence include the Social Way, SHE Way, Responsible Sourcing Standard for Suppliers, Responsible Commodity Sourcing Policy and the Group Security Policy, as well as several labour-related policies, such as the Inclusion and Diversity and Group Bullying, Harassment and Victimisation policies. Our Security Policy also requires implementation of the Voluntary Principles on Security and Human Rights. Visit angloamerican.com/voluntary-principles-report

» For more information on Code of Conduct and Group Policies
Visit www.angloamerican.com/policies-and-data

We commit to addressing both adverse human rights risks and impacts, and to contributing positively to an enabling environment for human rights to be respected. This means engaging stakeholders potentially impacted by our activities, organisations that represent those rights holders, including labour unions, and other stakeholders with relevant expertise or insight that can support due diligence, such as civil society organisations.

We make particular effort to ensure that we engage with those most vulnerable, in particular where they encounter challenges in voicing their opinions or having them heard, and to identify any additional specific measures to avoid, prevent or mitigate impacts on them.

Civic freedoms and the rule of law are important to the functioning of our business and well-being of our stakeholders. Human rights defenders play a crucial role in protecting civic freedoms and human rights. We recognise our duty to respect human rights defenders and commit to working with partners to promote civic freedoms and the rule of law.

GRI reference

2-23.b.i

Including, the internationally recognised human rights that the commitment covers:

In line with the UN Guiding Principles on Business and Human Rights, our commitment to respect human rights includes recognition of all internationally recognised human rights, in particular: those contained in the International Bill of Human Rights (which includes the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights); the International Labour Organization's Declaration on Fundamental Principles and Rights at Work; and international humanitarian law, where applicable.

GRI reference

2-23.b.ii

ISSB TCFD TNFD ICMM S&P CSA

Including, the categories of stakeholders, including at-risk or vulnerable groups, that the organisation gives particular attention to in the commitment:

Anglo American considers communities, groups or individuals to be vulnerable if they may be:

- excluded or inhibited from meaningful participation in sites' engagement and decision-making processes
- differently and/or more severely affected by a site's impacts
- less able to take advantage of a site's benefits.

We recognise there could be multiple drivers for vulnerability and as a minimum consider:

- whether individuals or groups are marginalised from mainstream society and not normally included in community activities and discussions (e.g., recent migrants, ethnic minorities, nomadic groups, certain livelihood groups)
- power dynamics may mean they are not welcome or vocal at group gatherings or that they are wary of expressing their views owing to fear of repercussions or reprisal or because of an ingrained sense of inequality or inferiority
- barriers to participation including cost, distance, disability, illness, domestic or work tasks
- barriers to accessing information (e.g., illiteracy, isolation, no internet access, no mobile phone, etc.)
- language barriers (e.g. minorities, migrants, refugees)
- residency status or if livelihoods are considered illegal or informal.

As part of the Social Way, sites are required to assess the potential vulnerability of communities and individual stakeholders from a systemic point of view (i.e., understanding vulnerabilities that may exist despite the presence of our sites), as well as assessing the potential for site-based vulnerability (i.e., understanding how certain stakeholders may be more vulnerable to impacts from our sites). Tailored responses must then be developed and followed to address vulnerability in our approaches to engagement, impact and risk management, and benefit delivery.

In line with our Values, at Anglo American bullying harassment and victimisation are not tolerated. All colleagues have the right to be treated with, and are required to treat each other, along with our contractors, consultants, external advisers, customers, job applicants and visitors, with care and respect. Our YourVoice channel is available to raise any concerns about Anglo American, and Anglo American is committed to non-retaliation against anyone who raises a grievance. Issues can be raised confidentially if individuals do not feel safe.

GRI reference

2-23.c

Provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this:

» For more information on Code of Conduct

Visit www.angloamerican.com/code-of-conduct

» For more information on Human Rights Policy

Visit www.angloamerican.com/human-rights-policy

GRI reference

2-23.d

Report the level at which each of the policy commitments was approved within the organisation, including whether this is the most senior level:

Governance

New or substantively amended Group policies are approved by the chief executive officer with endorsement from the ELT, and following recommendation by the Policy Governance Committee. The Group Policy Governance Committee assures the continual review and update of Group Policies on behalf of the ELT in accordance with the Policy Governance Framework. Anglo American's Policy Governance Framework is made up of different components critical to the development, maintenance and accessibility of a clearly defined and fully consistent set of business principles, policies and procedures that apply across our managed operations and wider business activities.

GRI reference

2-23.e

Report the extent to which the policy commitments apply to the organisation's activities and to its business relationships:

Our Code of Conduct and Group Policies apply across our managed operations and wider Group business activities. Where Anglo American does not manage or operate a site, but is associated with a site through a business relationship (such as a joint venture or other business partnership), we will seek to influence the site to adopt a good international industry practice framework commensurate with our policy requirements and, at a minimum, to comply with local laws and requirements. We expect our contractors, suppliers, agents and industry associations we belong to, along with their employees, to work and act in a way that is consistent with our Code of Conduct.

Group Technical Standards define the minimum mandatory requirements we set for our operations to manage a wide range of specific risks and processes from the technical, safety and sustainability development disciplines. We undertake regular reviews of our policies and standards, where we assess our commitments, stakeholder expectations and industry best practice, in order to improve their quality. Our Contractor Performance Management Framework has been developed to deliver a Contractor Safety Management programme that assures consistent leading contractor safety practice and performance across all operations & projects globally to deliver a Contractor Safety Management programme that assures consistent leading contractor safety practice and performance across all operations and projects globally. The framework provides clarity in governance and expert support to line

and project managers and technical team members managing contractors, and supports co-ordination and oversight across the entire contractor life cycle and value chain covering multiple policies and standards; including to date this includes safety, labour rights and social performance

The framework provides clarity in governance and expert support to line and project managers and technical team members managing contractors, and supports co-ordination and oversight across the entire contractor life cycle and value chain covering multiple policies and standards; including safety, labour rights and social performance.

GRI reference

2-23.f

Describe how the policy commitments are communicated to workers, business partners, and other relevant parties:

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. The Group may deduct 5% from an employee's bonus if any online mandatory training is not completed by the deadline, and the employee may also receive the lowest possible performance rating. For our external stakeholders, Group Policies are published on our external websites.

GRI 2-24 Embedding policy commitments

GRI reference

2-24.a

Describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships:

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. These commitments are incorporated into strategies, risk-management processes, and operational standards and procedures, including due diligence for new activities and business partners, and contractual compliance clauses. Employees receive regular training and communications to ensure awareness and application of our standards. Continuous improvement is driven by internal audits, reporting mechanisms, and stakeholder engagement, ensuring that our commitments are consistently upheld across all activities and business relationships.

GRI reference

2-24.a.i

How it allocates responsibility to implement the commitments across different levels within the organisation:

Responsibility for implementing policy commitments is assigned through established governance structures, utilising the Three Lines Model to ensure effective oversight and accountability across the organisation. The Board and ELT hold ultimate accountability for setting and overseeing adherence to policy commitments, expressed in Group Policies. Group functions and subject-matter experts facilitate and monitor the implementation of effective Group Policy implementation programmes and provide technical guidance. Businesses are responsible for operational adaptation of Group Policies to reflect local conditions, where appropriate, and for implementation, oversight and monitoring of adherence to the policy commitments within their specific businesses. All employees share responsibility for upholding commitments in daily decision making and complete mandatory training to ensure compliance.

GRI reference

2-24.a.ii

How it integrates the commitments into organisational strategies, operational policies, and operational procedures:

Policy commitments are embedded into organisational strategy through the Group Code of Conduct and umbrella policies, standards and procedures that set ethical, safety, and sustainability priorities and requirements.

GRI reference

2-24.a.iii

How it implements its commitments with and through its business relationships:

We implement our commitments with and through business relationships by conducting risk-based due diligence on partners and new activities, and by embedding regulatory and ethical compliance into contracts. We engage stakeholders to align on standards, provide training and guidance where appropriate, and influence non-managed joint operations/ ventures to adopt robust ethical management systems. Additionally, we maintain grievance mechanisms to address concerns and ensure access to remedy where impacts occur.

GRI reference

2-24.a.iv

Training that the organisation provides on implementing the commitments:

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. The Group may deduct 5% from an employee's bonus if any online mandatory training is not completed by the deadline, and the employee may also receive the lowest possible performance rating.

GRI 2-25 Processes to remediate negative impacts

Refer to the Material Matter: [Business Conduct](#) content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

GRI reference

2-25.a

Describe its commitments to provide for or co-operate in the remediation of negative impacts that the organisation identifies it has caused or contributed to:

Anglo American is committed to identifying, addressing, and mitigating risks arising from any negative impacts speak-up referrals may indicate it caused or contributed to. Our YourVoice confidential reporting service, operated by an independent, multilingual whistleblowing provider, enables employees, contractors, suppliers, and other stakeholders to raise concerns anonymously about conduct that may be unethical, unlawful, or unsafe, in line with our Values and Code of Conduct. Through a structured investigation framework, concerns raised through YourVoice are assessed and investigated impartially, with findings that help clarify possible causes and highlight control gaps. While remediation actions are owned by the business, the investigation function provides fact-based insights that support appropriate corrective action and strengthen risk management. Anglo American maintains a strict non-retaliation commitment to protect those who speak up in good faith, reinforcing a culture of integrity, transparency, and accountability across our operations.

Our Whistleblowing Policy sets out our approach to reporting issues and concerns confidentially or, if preferred, anonymously. Anglo American does not tolerate any form of retaliation against anyone raising or helping to address a concern. This policy also outlines the availability and use of our YourVoice confidential reporting service, which empowers employees, contractors, suppliers and other stakeholders to raise concerns anonymously about potentially unethical, unlawful or unsafe conduct or practices that conflict with our Values and Code of Conduct. YourVoice is operated by an independent, multilingual, whistleblowing service provider.

» For more information on YourVoice

Visit www.angloamerican.com/your-voice

Details within the Whistleblowing Policy, outline our commitment to identifying, reporting, and investigating breaches of our Code of Conduct anonymously through an independent service provider:

Dedicated department(s) and/or person(s) responsible for the whistleblowing mechanism is defined

Page 5 – “The YourVoice channel is operated by an independent third-party service provider (the “Service

Provider”), and permits concerns to be raised via a helpline or a web platform.”

Reporting channel is operated by an independent third-party

Page 6 – “The report is passed on by the Service Provider to the Ethics, Compliance and Investigations team (previously known as the Ethical Business Conduct Team).”

Whistleblowers are allowed to submit reports anonymously

Page 4 – Detailed in the ‘Whistleblower protection, confidentiality and non-retaliation’ section

Page 5 – To report a concern, you can contact YourVoice in any of the following ways:

- Via the YourVoice web platform at www.yourvoice.angloamerican.com and/or www.yourvoice.debeersgroup.com
- By calling the YourVoice helpline (24-hour service).

You will find the local country numbers in the above mentioned YourVoice website and on the Anglo American intranet site.

Details of reports received are kept confidential

Page 4 – “If you raise a concern under this Policy, we will do our best to keep your identity confidential.”

Zero tolerance policy for retaliation

Page 8 – “Any incident of retaliation against a person who raises concerns pursuant to this Policy may be subject to disciplinary proceedings up to and including dismissal.”

Provision for training on the use of the reporting channel

The Anglo American website provides a dedicated page describing the YourVoice access and service.

Disclosure on the process for investigating the reported breaches

Pages 5–6 – see section under the heading “What happens to my report?”

GRI reference

2-25.b

Describe its approach to identify and address grievances, including the grievance mechanisms that the organisation has established or participates in

Anglo American identifies and addresses grievances through a co-ordinated set of accessible mechanisms designed to support transparency and resilience. Concerns about misconduct, ethical breaches or unusual activity can be raised confidentially or anonymously through the independent YourVoice speak-up service. Safety-related issues are managed through established operational safety reporting channels, while community and social grievances are addressed through local engagement and social performance teams. Data privacy and information security concerns are escalated through dedicated cybersecurity and data-protection reporting processes. People-related grievances, including dignity-at-work matters such as bullying and harassment, are managed by our people & organisation teams with support from the legal and corporate affairs team. Together, these mechanisms

provide multiple pathways for stakeholders to raise concerns and ensure that risks are identified early, assessed appropriately, and addressed in collaboration with the relevant functions.

GRI reference
2-25.c

Describe other processes by which the organisation provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to:

The Investigation function is committed to supporting remediation through robust fact-finding and actionable insights. While the Investigation function does not direct or monitor remediation plans, its role is to conduct thorough investigations and deliver evidence-based reports that clarify root causes and contributing factors. Each report provides clear outcomes, highlights control-weakness observations, and, where appropriate, includes targeted recommendations for significant matters. These findings enable businesses and risk functions to implement effective corrective actions. The investigation team remains available to advise stakeholders upon request, ensuring collaboration towards strengthening controls and mitigating future risks.

GRI reference
2-25.d

Describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms:

YourVoice is an open and confidential channel for raising concerns, designed to meet regulatory expectations and protect whistleblowers. While investigation hubs lead the design and operation to ensure independence and data integrity, stakeholder input is incorporated through structured forums such as ethics committees and leadership reviews. These committees, which include business representation, provide feedback on process improvements and discuss investigation outcomes. Standard Operating Procedures were developed with stakeholder consultation, and the investigation hubs remain committed to ongoing dialogue to enhance transparency and effectiveness while safeguarding impartiality and confidentiality.

GRI reference
2.-25.e

Describe how the organisation tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback:

The organisation monitors the effectiveness of the YourVoice grievance mechanism through structured case management and stakeholder engagement. Investigations are managed within the Resolver platform, enabling full-lifecycle tracking from intake through closure. This ensures visibility of delays, adherence to service-level agreements, and identification of process bottlenecks. Investigator workload and task distribution are monitored to maintain consistency and prevent backlogs. Status dashboards provide real-time insights into open and closed cases, ageing reports, and escalation trends, which are reviewed regularly and communicated through ethics and leadership committees. Patterns by location and business inform continuous improvement. Stakeholder feedback is captured through committee discussions and, where possible, reporter feedback to assess trust and satisfaction. While remediation actions are owned by businesses, investigation outputs support these processes by highlighting control gaps and recommending risk mitigation. All investigations are conducted in compliance with ISO 37008 standards, ensuring confidentiality and integrity throughout.

GRI 2-26 Mechanisms for seeking advice and raising concerns

Refer to the Material Matter: [Business Conduct](#) content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

GRI reference

2-25.a.i Describe the mechanisms for individuals to seek advice on implementing the organisation's policies and practices for responsible business conduct:

Anglo American is committed to ensuring that all employees understand and apply the Group's policies and practices for responsible business conduct. The Code of Conduct serves as the primary reference point for the Group's key positions and provides links to supporting policies and key contacts. Employees are expected to consult the Code alongside the Ethical Decision-Making Guide, which offers practical steps for addressing ethical dilemmas. To obtain further guidance, employees can use Policy Hub for access to global and local policies or consult with their line managers. For more complex or technical matters, individuals (or businesses) may seek advice from Group and local topic specialists, legal or compliance.

2-26.a.ii and, raise concerns about the organisation's business conduct:

Our Whistleblowing Policy sets out our approach to reporting issues and concerns confidentially or, if preferred, anonymously.

GRI 2-27 Compliance with laws and regulations

GRI reference

2-27.a.i

Report the total number of significant instances of non-compliance with laws and regulations during the reporting period by: instances for which fines were incurred:

Fines and non-compliances

Environmental fines paid⁽¹⁾

Significant environmental fines paid in current reporting year (number): 5

See the Anglo American ESG Factbook / Sustainability Data 2025 (Sustainability Management Systems data sheet) for more detail, and year-on-year performance.

» www.angloamerican.com/esg-factbook-2025

⁽¹⁾ 'Significant' meets the threshold (USD 10,000) in alignment with the S&P Global disclosure requirements. This includes fines as settlements related to environmental or ecological issues.

Our overall permitting performance in 2025 reaffirms our commitment to operational excellence and our mission to contribute positively to host communities and the environment. Whilst we continue to progress the management of all permit conditions, five significant environmental fines were paid to the value of \$1,186,378 during 2025. Two of these fines were paid by our Los Bronces mine in Chile, with one paid by our Quellaveco mine in Peru, with the remaining two being paid by our Nickel operations in Brazil.

2-27.a.ii

and instances for which non-monetary sanctions were incurred

An Environmental Enforcement Order (EEO) was issued to Moranbah North Coal Pty Ltd under Section 362 of the Environmental Protection Act 1994 (Qld). The EEO was issued by the Department of the Environment, Tourism, Science and Innovation (DETSI) on 20 February to conduct de-silting of coal mines from mine-affected water dams, to reinstate adequate freeboard and implement improved clean water/dirty water separation within the mine infrastructure areas. The EEO has specific actions and milestones.

There were two regulatory interventions at Nickel operations in Goiás, Brazil which related to pre-existing permits and were fully resolved during the year. Environmental licensing issues at Barro Alto and Codemin were addressed through constructive engagement with SEMAD Goiás, culminating in a definitive agreement enabling continued compliant operations.

2-27.b.1.

Report the total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; periods

Fines and non-compliances

Environmental fines paid⁽¹⁾

Significant environmental fines paid in current reporting year (number): 5

Significant environmental fines paid in current reporting year (value) (USD): 1,186,378

See the Anglo American ESG Factbook / Sustainability Data 2025 (Sustainability Management Systems data sheet) for more detail, and year-on-year performance.

⁽¹⁾ 'Significant' meets the threshold (USD 10,000) in alignment with the S&P Global disclosure requirements. This includes fines as settlements related to environmental or ecological issues.

» www.angloamerican.com/esg-factbook-2025

2-27.b.ii

and fines for instances of non-compliance with laws and regulations that occurred in previous reporting

In 2024 five significant environmental fines were paid to the value of \$571,420. Two of these fines were paid by Quellaveco mine in Peru, with the remaining three paid by the Moranbah and Capcoal operations in Australia.

Please see page 55 of our Sustainability Report 2024

2-27.c

Describe the significant instances of non-compliance

The significant instances of non-compliance in 2025 related to:

- (i) administrative non-compliance with environmental monitoring requirements at Quellaveco;
- (ii) unauthorised deforestation of native vegetation at Nickel operations;
- (iii) Administrative non compliance with environmental monitoring requirements and failure to repair environmental damages at Nickel operations;
- (iv) non-compliance with extraction monitoring standards at Los Bronces; and
- (v) unauthorised extraction of water during closed periods at Los Bronces.

2-27.d

Describe how it has determined significant instances of non-compliance

As described in the Glossary of terms:

Significant environmental fines

We currently define significant fines as those fines paid which cost more than \$10,000 (or equivalent when converted from local currency).

GRI 2-28 Membership associations

2-28.a

Report industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role.

See our Policy Advocacy website for a full description of our approach:

Policy Advocacy Webpage

"We are committed to being transparent about our political engagement and prohibit political donations in any circumstances, either directly or through third parties."

Scroll to Industry associations section for a country-by-country industry association memberships with fees.

Our Policy Advocacy page on our website outlines our approach:

"We are careful about being party to lobbying.

In 2019, 2021, 2023 and 2025, we published an independent analysis of the alignment between Anglo American standards and policies and those of the industry associations of which we were a member, concentrating on the areas of climate change and human rights. In those years we also published our own report as a response to that independent analysis. Every year we are committed to disclosing our active memberships, committee positions and financial commitments on our website.

Also detailed on our Policy Advocacy page are country-by-country disclosures (in country-specific currency, a sub-set of which is converted to USD and aligned to the CSA definition in the data submission below) of spend per membership/agency/association.

» Visit www.angloamerican.com/policy-advocacy

Code of Conduct

In accordance with our Code of Conduct, we do not make political donations or donations that could be perceived as such, either directly or through third parties.

Key contributions are attributable to the following Trade Associations:

- Natural Diamond Council (formerly: Diamond Producers Association)

Rationale for membership: Natural Diamond Council (formerly: Diamond Producers Association). The Diamond Producers Association (DPA) is the marketing arm of the major natural diamond mining companies. The DPA carries out consumer marketing programmes in the major consumer diamond markets and represents its members with the industry. It aims to encourage best practice and sustainability across the diamond industry and to protect the integrity of the diamond. It has a position on ethical supply chain, human rights and environmental impacts – all with the aim to maintain and enhance consumer confidence in diamonds and support marketing.

Also see our Industry Associate Review report: [Industry Association Review 2024](#)

Stakeholder engagement

GRI 2-29 Approach to stakeholder engagement

GRI reference

2-29.a

Describe its approach to engaging with stakeholders

Understanding our stakeholders

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

Our approach is outlined for each stakeholder group below.

2-29.a.i

The categories of stakeholders it engages with, and how they are identified

2-29.a.ii

The purpose of the stakeholder engagement

2-29.a.iii

How the organisation seeks to ensure meaningful engagement with stakeholders

Investors

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

How we engage

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

Significant concerns raised by a shareholder are communicated to the Board. The Board receives regular briefings at each meeting from the senior vice president of investor relations. The chair also hosts meetings with some of the company's largest institutional investors through the year.

Employees

Our people are critical to all that we do and are essential to our commercial success. At the end of 2025, we had around 60,000⁽¹¹⁾ employees and contractors working for us around the world. We support labour rights, including the right to freedom of association and collective bargaining. ⁽¹¹⁾

⁽¹¹⁾This number reflects total employees and embedded contractor Full-Time Equivalent (FTE) as at 31 December 2025 and therefore excludes our PGMs business which was demerged from the Group on 31 May 2025.

How we engage

We connect leadership with the priorities of our workforce in a number of ways, including through formal and ad hoc surveys, focus group sessions and through the various working groups supported by the people & organisation function. In addition, the Group's Global Workforce Advisory Panel meets during the year to discuss a range of topics. Feedback from the meetings is shared with the Board and the ELT.

Every business has structures and routines in place for engagement with representative trade unions, and material matters are routinely escalated to appropriate leadership committees. In 2025, we had one formal dialogue session and a number of parallel engagements with IndustriALL. Our Tripartite structure (comprising businesses, recognised trade unions, the regulator and industry councils) met to continue its focus on topics primarily related to health and safety.

Communities

Building mutually respectful relations with the communities around our operations is essential to gaining and maintaining our social licence to operate. We strive to deliver sustainable economic growth, operate in a responsible manner and involve host communities in the decisions that affect their lives, including beyond the life of our mines.

How we engage

Guided by our Social Way, we commit to local accountability that forms part of our Sustainability Strategy and sets our standard for how we proactively engage with local stakeholders. We aim to always engage proactively, meaningfully and respectfully with our stakeholders in relation to impacts and risks, and to maximise socio-economic development opportunities. The principles of informed consultation and participation are at the heart of our stakeholder engagement activities, focusing on an in-depth exchange of views and information in an organised and iterative process that is tailored to different stakeholders, including potentially vulnerable groups.

The Sustainability Committee receives regular reports on social performance and community issues. The Board is also updated via presentations from business leaders and visits operations, which usually includes engagement with local community representatives.

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

Suppliers and contractors

We work with a diverse group of 13,000+⁽¹⁰⁾ suppliers globally to secure the supply of specialised equipment and services which enable best-in-class operating performance and value. Our suppliers are critical partners in the delivery of our sustainability commitments, including responsible sourcing, inclusive procurement and value chain decarbonisation.

⁽¹⁰⁾ Reflects the full database of suppliers recorded during the course of the year, including Anglo American Platinum prior to the demerger from the Group on 31 May 2025.

How we engage

The Group engages with suppliers through several channels, including: one-on-one interactions through our supplier relationship management approach; engagement events; host community procurement forums; capability development initiatives; various digital platforms; and our responsible sourcing programme.

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

Customers

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

How we engage

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

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

Civil society (NGOs, faith groups and academia)

Engagement with civil society brings a unique ethical and sustainability lens to our business. The cross-sector relationships we forge with NGOs and other groups enable us to be a more responsible and effective business.

How we engage

Our engagement with civil society includes one-on-one interactions, including with ELT members; various multi-stakeholder initiatives and partnerships; interaction at civil society gatherings; and open and ongoing dialogue on tax transparency, the future of resource taxation and responsible mining practices. The Group hosts accountability dialogues which bring together a cross-section of stakeholders to discuss our performance. Any key concerns or trends from these engagements are reported to relevant executive and/or Board structures. These trends and issues inform our strategies, policies and procedures.

Anglo American participates in the global Mining and Faith Reflections Initiative and the South African multi-faith Courageous Conversations initiative, and also has longstanding partnerships with NGOs such as The Global Fund, Right to Care, TechnoServe, Fauna & Flora International, the International Union for Conservation of Nature, the United Nations Environment Programme, and the World Conservation Monitoring Centre.

Governments and multilateral institutions

Our global relationship networks at local and national levels help us to be more effective in understanding areas of mutual interest and priority, including in relation to access to critical minerals; the evolution of policy, regulation and permitting; infrastructure financing and debottlenecking; and maintaining our licence to operate.

How we engage

The Group, through our corporate affairs team and including relevant members of the executive and wider senior leadership teams, engages proactively with host governments at both local and national levels, as well as with other governments in countries of strategic interest – both directly and through industry bodies, and via participation in inter-governmental and multilateral processes.

The Board receives regular updates on key geopolitical factors relevant to the Group's operating and broader strategic interests, including from external experts, as well as updates on government engagements.

Industry associations

Our advocacy role on the international stage, which includes our work with industry organisations ranging from the ICMC and the International Copper Association, to the Minerals Councils of South Africa, Euromines and Eurometaux, is helping to make mining safer, cleaner, more sustainable and attuned to the modern world's expectations for the mining industry of the future.

How we engage

An audit of our memberships is undertaken and published biennially. The Group's participation is directed by our Government and International Relations Policy. Internal industry association governance is supported by a robust framework of internal accountability to ensure we participate in the right associations and advocate in line with our Values.

GRI 2-30 Collective bargaining agreements

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

GRI reference

2-30.a

Report the percentage of total employees covered by collective bargaining agreements

Workforce represented by trade unions, works councils or collective bargaining agreements: 54% (2024: 71%).

The year-on-year difference our PGMs business which was demerged from the Group on 31 May 2025.

2-30.b

For employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organisations.

Our people are critical to all that we do and are essential to our commercial success. We have 43,477 employees and 39,364 contractors working for us around the world. We support labour rights, including the right to freedom of association and collective bargaining.

During 2025, there were no recorded incidents of industrial action at our managed operations.

GRI 3 Material Topics

Disclosures on Material Topics

GRI 3-1 Process to determine material topics

GRI reference

3-1.a describe the process it has followed to determine its material topics, including:

3-1.a.i how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships;

3-1.a.ii how it has prioritised the impacts for reporting based on their significance; and:

We plan to undertake a detailed double materiality assessment at least every three years. In 2023, we conducted an externally facilitated, stakeholder-focused double materiality assessment that sought to capture the key material issues that impact society and the environment (external) and impact Anglo American (internal). The process included identifying and evaluating matters that are of material interest to our stakeholders and to our business, and understanding how they may affect our ability to create value over time. These matters were internally reviewed in 2024 for continued relevance.

In the 2025 assessment, we strengthened alignment with our Group Risk Register. Additionally, through internal subject matter expertise engagement on actual and potential impact, we strengthened the assessment of the severity and likelihood of each impact based on a current view of programmes and initiatives to mitigate risks, and in alignment with our strategic objectives.

Identification of impacts was undertaken through reviewing the key sustainability priorities and impacts in our Group Risk Register, Asset Strategies and Resource Development Plans, as well as our Sustainability Strategy. For each impact, the scale, scope, irremediability and likelihood were assessed.

In 2025, we have:

- Reviewed how we articulate sustainability impacts (risks and opportunities) under each material matter
- Focused on a risk-aligned assessment of impacts; ensuring ability to integrate into our Enterprise Risk Management framework, including our Risk Taxonomy going forward
- Overlaid key external stakeholder views on impacts through existing reputation surveys and reports.

3-1.b specify the stakeholders and experts whose views have informed the process of determining its material topics.

Our 2023 and 2024 material matters list was predominantly informed through external stakeholder review. In addition to our shareholders, Anglo American's stakeholders include host communities, governments, our workforce, customers, business partners, multinational organisations, industry peers, broader civil society, trade unions, trade associations and suppliers. In some instances, we work with representatives from multi-stakeholder initiatives to provide a more collaborative and holistic view on the issues facing our industry.

Beyond the materiality process, on an ongoing basis, we engage with our stakeholders at global, national and local levels to develop long-term mutually beneficial relationships that support responses to society's most pressing challenges.

Our 2025 internal review relied on internal functional and subject-matter expertise to review and assess the ongoing relevance, severity and likelihood of impacts.

GRI 3-2 List of material topics

GRI reference

3-2.a list its material topics; and, 3-2. b report changes to the list of material topics compared to the previous reporting period.

Material matters identified through our materiality process are naturally numerous and wide-ranging and can cover a number of topics and issues. Through our Materiality Assessment, a variety of social, environment and business impacts are identified under the broad material topics disclosed in our reporting. Some of these impacts also intersect with specific principal risks facing the Group, as identified in the Group Risk Register. Principal risks are those risks, or combination of risks, that would threaten the business model, future performance, solvency or liquidity of Anglo American within the next three years.

The process for identification and assessment of the principal risks combines a top-down and bottom up approach. The ELT defines the Group's principal risks and risk appetite in line with strategic objectives. This top-down perspective focuses on risks that could materially impact long-term value creation and the achievement of Group-level objectives. At the Functional and operational level, risks that may prevent the achievement of local objectives are identified and analysed. Each location performs a detailed assessment of material risks and evaluates the effectiveness of controls that reduce likelihood and impact. These Functional and operational risk profiles provide granular insights and early warning signals.

Detail regarding our Principal Risks and an explanation of our Enterprise Risk Management approach is included in the Integrated Annual Report 2025 (see pages 112–120).

The list of material matters, aligned with our Sustainability Strategy themes is below. A materiality threshold has not been defined, with the list based on significant actual or potential impacts. Looking ahead, we intend to conduct a further prioritisation exercise – aligned with Enterprise Risk Management materiality thresholds – to distil the current long list of material matters into a focused shortlist. This will help identify the most critical topics that must be disclosed to meet future ISSB reporting requirements.

Trusted Corporate Leader

Our People

Workplace safety

Promote and enable health, safety and well-being of employees and contractors working throughout the value chain. This is supported by the provision of training, tools and practices to manage the control of work, unsafe work environments, hazard controls or non-compliance with work execution requirements and underpinned by a management approach to anticipate significant/critical incidents and factors that could lead to these incidents.

Health and well-being of the workforce

Promote and enable health, safety, and well-being of employees and workers throughout the value chain; provide training, tools and practices to address these issues; implement a management approach to anticipate significant/critical incidents and factors that could lead to these incidents.

Talent attraction and retention

Attraction, retention and engagement of workforce

Attract, recruit, empower, and retain a skilled workforce; culture of workforce engagement, trust and collaboration; skills shortages.

Training and upskilling opportunities

Training and development for the workforce to build capabilities, career opportunities and advance knowledge to ensure skills and talent pipeline for the future of work.

Inclusion and diversity

Fair treatment, compensation and access to opportunity for all employees and workers along the value chain; diverse workforce, Board and executive management team; promote a culture of equity and inclusion across the value chain, in communities where we operate and in broader society.

Ethical business

Business conduct

Business ethics, governance and transparency

Ensure ethical business practices; transparent corporate behaviour (including payments for governments); ESG integration and governance (including board composition and oversight); publicly reporting on ESG-related issues, risks, opportunities and outcomes as well as how they are managed and addressed by the business.

Bribery and corruption

Safeguard against bribery, fraud, extortion, collusion, money laundering, corruption etc.

Labour rights for employees and supply chain

Identify and address risks linked to modern slavery, child or forced labour; respect rights and labour/working conditions of formal, informal, temporary/contract and migrant workers across the value chain through training, policies and procedures; protect the freedom of association and collective bargaining for workers; living wage; and enable access to grievance mechanisms.

Community, indigenous and security human rights

Recognising, respecting, and promoting the individual and collective rights of communities:

- Recognising, respecting, and promoting the individual and collective rights of Indigenous Peoples, including right to Free Prior and Informed Consent (FPIC), cultural rights and identity
- Recognising potential impact of our security context and management of the rights of community members, workforce, security personnel.

Community consultation

Ensure open dialogue with communities near operations; provide opportunity for communities to have a voice, be heard and raise concerns about operations or programmes that may impact them; and enable access to grievance mechanisms.

Responsible supply chain

Ensuring supply chain practices align with ethical, environmental and social standards for Anglo American; Ensuring risk identification across the supply chain, aligned with our framework including Health, Safety and Well-being, Environmental Responsibility, Integrity and Ethical Conduct, Respect for Human Rights and Labour Standards and Inclusive and Sustainable Economic Contribution; and supporting regulatory and disclosure reporting.

Responsible product offering

Consideration of social and environmental impacts associated with resource/commodities/product offerings, prioritising options with lower environmental footprint, third-party certifications; attentive to changing customer needs for sustainable products.

Responsible mine closure and post-mining transition

Minimise and responsibly manage social, environmental and employment impacts from mine closure and decommissioning of operations; transition mines to a new type of asset post-closure.

Global voice

Advocacy on environmental, social, fiscal and governance issues

Support or advance public policy that aligns with the company's environmental, social and governance goals, practices, and values; collaborate with public sector, peers and industry associations to advocate for better outcomes for people and planet.

Other governance and business-related disclosures:

Cybersecurity and data privacy

Safeguarding Anglo American's people, operations, digital platforms, stakeholders and data; protecting internal safety systems, third-party equipment, networks, devices, data, etc. from unauthorised access or criminal use; safeguarding the privacy and personal data of customers, employees and business partners.

Healthy Environment

Climate

Climate change

Promote solutions, manage disruptions, and enhance resiliency to climate change impacts for own operations and for communities; support broader just transition to a green economy.

Nature

Biodiversity and land use

Preventing loss of/restoring plant and animal species and ecosystems; reducing/managing the impact of operations on the physical environment from exploration through to mine closure, and the impact of nature-related risks on the business.

Water

Water use, quality and availability

Reducing water use in operations (operational withdrawals); protecting water quality; ensuring water availability/access/security for communities; and responsible management of water sources and discharges.

Other environmental disclosures:

Mineral residue management

Mineral waste management in operations and along the value chain; design to eliminate mineral waste; responsible tailings and mineral waste rock management; hazardous and chemical mineral waste management and safe practices.

Air quality and operational emissions

Proactive management and predictive monitoring of air quality emissions at our operations and across the full life cycle, to reduce business risks and contributing to reduce health risks for employees and nearby communities, while strengthening transparency and in doing so contributing towards a healthy environment.

Energy

Continuing our energy and CO₂ management focused on the operational efficiency of our processes and the productive efficiency of our assets, to lower the energy intensity of our operations and embrace the transition to renewable energy, addressing residual emissions in line with the carbon-mitigation hierarchy, towards achieving future carbon neutrality.

Non-mineral waste and material stewardship

Non-mineral waste management focused on minimising our environmental footprint through effective implementation of the waste hierarchy, which starts with waste avoidance and reduction, followed by re-use, recycling, recovery and waste transformation, prior to ultimately responsible disposing of the remaining waste as a last resort; all in line with our material stewardship and circular economy principles being applied throughout our full value chain.

Thriving Communities

Livelihoods

Economic impact on producer countries

Directly or indirectly generate and distribute economic value in host countries. e.g. through trade, benefit/value sharing, regional development, fair tax contribution.

Economic development of communities

Improve economic diversification and livelihoods in local/host communities; employ from local communities at all seniority levels; use suppliers local to operations where possible.

Education

Health

Community health and social development

Promote and enable community development through contribution to social infrastructure (e.g. education, healthcare, social supports) and training and development to build capabilities and career opportunities; assess, manage and mitigate health and safety impacts on communities; avoid, manage and mitigate impacts on cultural heritage.

GRI 3-3 Management of material topics

GRI reference

For each material topic reported under Disclosure 3-2, the organisation shall:

- 3-3.a describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;**
- 3-3.b report whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;**
- 3-3.c describe its policies or commitments regarding the material topic;**
- 3-3.d describe actions taken to manage the topic and related impacts, including:**
 - 3-3.d.i actions to prevent or mitigate potential negative impacts;**
 - 3-3.d.ii actions to address actual negative impacts, including actions to provide for or co-operate in their remediation;**
 - 3-3.d.iii actions to manage actual and potential positive impacts;**
- 3-3.e report the following information about tracking the effectiveness of the actions taken:**
 - 3-3.e.i processes used to track the effectiveness of the actions;**
 - 3-3.e.ii goals, targets, and indicators used to evaluate progress;**
 - 3-3.e.iii the effectiveness of the actions, including progress toward the goals and targets;**
 - 3-3.e.iv lessons learned and how these have been incorporated into the organisation's operational policies and procedures;**
- 3-3.f describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).**

The following sections set out our material topics. Disclosures related to the GRI requirements referenced above are provided within the corresponding material topic sub-sections of this report. These disclosure requirements are integrated across the sub-headings covering strategy and approach, governance, management of risks and opportunities, targets and performance, activities, and next steps.

See each respective material topic sub-section within this document for detailed disclosures related to the above GRI requirements.

Trusted Corporate Leader

OUR PEOPLE

GRI 403 Occupational health and safety

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

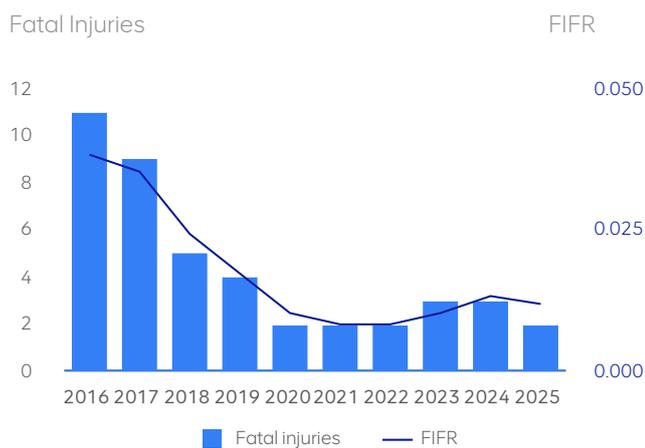
» www.angloamerican.com/esg-factbook-2025

Safety ⁽¹⁾	2025	2024	2023	2022	2021
Anglo American total					
Work-related loss of life	2	3	3	2	2
Lost-time injuries (LTIs)	153	250	300	360	375
Medical treatment cases (MTCs)	62	116	132	202	177
First aid cases (FAC)	1,033	1,350	1,497	1,481	1,565
Total recordable cases (fatal injuries + LTIs + MTCs)	217	369	435	564	554
Total injuries (recordable cases + FACs)	1,250	1,719	1,932	2,045	2,119
Total hours worked (thousand)	172,375	234,897	244,081	257,144	246,758
Fatal injury frequency rate ⁽²⁾	0.012	0.013	0.010	0.008	0.008
Total recordable injury frequency rate	1.26	1.57	1.78	2.19	2.24
Lost-time injury frequency rate	0.89	1.06	1.23	1.40	1.52

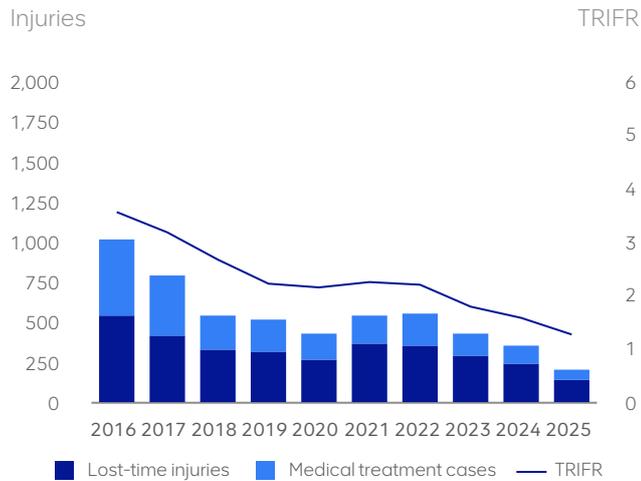
⁽¹⁾ Safety-related data includes Thermal Coal up to the point of divestment (June 2021).

⁽²⁾ FIFR has been restated to reflect 2021 incident, which resulted in a loss of life in April 2022.

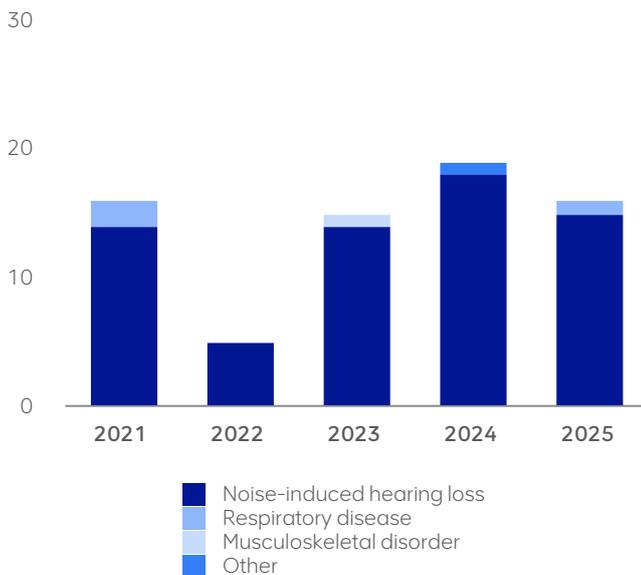
Total number of fatal injuries and fatal injury frequency rate (FIFR) 2016–2025



Lost-time injuries, medical treatment cases and total recordable injury frequency rate (TRIFR) 2016–2025



New cases of occupational disease 2021–2025



403-1

Occupational health and safety management system

403-2

Hazard identification, risk assessment, and incident investigation

403-3

Occupational health services

403-4

Worker participation, consultation, and communication on occupational health and safety

403-5

Worker training on occupational health and safety

403-6

Promotion of worker health

403-7

Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

403-8

Workers covered by an occupational health and safety management system.

Refer to the Material Matter Workplace Safety and Material Matter Health and well-being of workforce content included in the sections that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year (see pages 49–59 of this report).

403-9 Work-related injuries

GRI reference

403-9.a

For all employees:

403-9.a.i

The number and rate of fatalities as a result of work-related injury;

Work-related loss of life (employee): 1

Fatal injury frequency rate (employees): 0.015

403-9.a.ii

The number and rate of high-consequence work-related injuries (excluding fatalities);

Lost time injury frequency rate (employees): 1.02

403-9.a.iii

The number and rate of recordable work-related injuries;

Total recordable injury frequency rate (employees):

1.39

403-9.a.iv

The main types of work-related injury;

403-9.a.v

The number of hours worked.

403-9.b

For all workers who are not employees but whose work and/or workplace is controlled by the organisation:

403-9.b.i

The number and rate of fatalities as a result of work-related injury;

Work-related loss of life (contractor): 1

Fatal injury frequency rate (contractors): 0.009

403-9.b.ii

The number and rate of high-consequence work-related injuries (excluding fatalities);

Lost time injury frequency rate (contractors): 0.81

403-9.b.iii

The number and rate of recordable work-related injuries;

Total recordable injury frequency rate (contractors):

1.18

403-9.b.iv

The main types of work-related injury;

403-9.b.v

The number of hours worked.

403-9.c

The work-related hazards that pose a risk of high-consequence injury, including:

403-9.c.i

how these hazards have been determined;

403-9.c.ii

which of these hazards have caused or contributed to high-consequence injuries during the reporting period;

403-9.c.iii

actions taken or under way to eliminate these hazards and minimise risks using the hierarchy of controls.

Refer to the Material Matter Workplace Safety and Material Matter Health and well-being of workforce content included in the sections that follows for disclosure on our Governance, Strategy and approach, Management of risks

and opportunities, targets and progress, and key activities within the reporting year (see pages 49–59 of this report).

403-9.d

Any actions taken or under way to eliminate other work-related hazards and minimise risks using the hierarchy of controls.

Refer to the Material Matter Workplace Safety and Material Matter Health and well-being of workforce content included in the sections that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year (see pages 49–59 of this report).

403-9.e

Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked.

The rate of injury per 1,000,000 hours worked for both employees and contractors.

403-9.f

Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.

403-9.g

Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.

403-10 Work-related ill health

GRI reference

403-10.a

For all employees

403-10.a.i

The number of fatalities as a result of work-related ill health;

403-10.a.ii

The number of cases of recordable work-related ill health;

403-10.a.iii

The main types of work-related ill health.

New cases of occupational disease (employees): 16

Diseases related to inhalable hazard and carcinogen exposure: 1

Diseases related to noise exposure: 15

Diseases related to other health hazard exposure: 0

403-10.b

For all workers who are not employees but whose work and/or workplace is controlled by the organisation:

403-10.b.i

The number of fatalities as a result of work-related ill health

403-10.b.ii

The number of cases of recordable work-related ill health;

403-10.b.iii

The main types of work-related ill health.

403-10.c

The work-related hazards that pose a risk of ill health, including:

403-10.c.i

how these hazards have been determined;

403-10.c.ii

which of these hazards have caused or contributed to cases of ill health during the reporting period.

403-10.c.iii

actions taken or under way to eliminate these hazards and minimise risks using the hierarchy of controls.

403-10.c.iv

Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.

403-10.d

Any contextual information necessary to understand how the data has been compiled, such as any standards, methodologies, and assumptions used.

Refer to the Material Matter Workplace Safety and Material Matter Health and well-being of workforce content included in the sections that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year (see pages 49–59 of this report).

Material Matter: Workplace safety

Protecting the safety and health of employees, contractors, local communities and other stakeholders is a fundamental responsibility for Anglo American. A safe and healthy workforce also translates into an engaged, motivated and productive one that mitigates operational stoppages, and manages potential legal liabilities.

We are dedicated to safeguarding our people from harm. In 2025, our focus was on driving compliance with Technical Standards through timely closure of critical safety actions, a sustained focus on leaders spending time in the field and oversight and disciplined execution of planned work enhancing operational reliability.

Strategy and approach

Safety comes foremost in everything we do; we train, equip and empower our people to work safely, because we believe that everybody, everywhere, must return home safe at the end of their working day.

Our Safety, Health and Environment (SHE) Policy

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

Contractor performance management

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

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.

Governance

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.

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.

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.

Safety data (fatal injuries and TRIFR) is subject to external assurance as part of the year-end reporting process.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information about our SHE Policy see [GRI 2-23 Policy Commitments](#) on page 27.

Managing risks and opportunities

Managing risk

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

Risk management is a central component of our strategic, operational and project management. 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.

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.

Technical standards

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

Targets and progress

Group safety performance

It is with deep sadness that we report the loss of life of two colleagues – an employee and a contractor – in work-related incidents at our managed operations in 2025.

In February 2025, Edvan de Jesus Pinto Bogea, a mechanical-assembly contractor, died following a fall from height during construction work at our Minas-Rio mine in Brazil. In April, Felix Kore was fatally injured while operating an underground load haul dump machine at Unki mine, part of our former Platinum Group Metals (PGMs)

business, in Zimbabwe. Both incidents were investigated by specialist teams, independent of the operations, and actions agreed to mitigate the risks identified.

In 2025, we continued to demonstrate progress in our safety journey, recording our lowest TRIFR of 1.26 in 2025 (2024: 1.57). We also reported a 16% improvement in the 2025 lost-time injury frequency rate (LTIFR) to 0.89 (2024: 1.06). This improvement in our lagging metrics reflects the operational rigour and progressive maturity of our operational safety processes.

We recorded 217 occupational injuries, a decrease of 41% (2024: 369). 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.

As part of our continuous practice of safety interventions, we continue to focus on:

- Business-led leadership interventions on local safety priorities and trends
- Supporting operational leaders to spend more time in the field
- Observing and continuously monitoring catastrophic and fatal risks
- Sharing of lessons learned and actions taken from incidents across the organisation
- Safety stand-downs (voluntary events to pause production and talk with employees and contractors about safety)
- Employee-engagement sessions
- Enhanced reporting and progress tracking of safety-improvement initiatives.

In 2025, overall bonus payments to executive directors were reduced by 10%, reflecting the fatal incidents in the year.

- » For our 2025 Remuneration Report
See pages 219-259 of our [Integrated Annual Report 2025](#)
- » Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.
- » www.angloamerican.com/esg-factbook-2025

Activities in 2025

Creating a safe place to work

Maintaining improvements in our safety performance is dependent on our people and how they are enabled to work safely. It also requires a holistic approach to understanding safety challenges both in the workplace and outside it, including topics such as psychological safety and the impact of domestic and gender-based violence (GBV).

Our key focus areas are highlighted below:

Visible Felt Leadership (VFL)

VFL is a transformative conversation that involves connecting operational leaders one-to-one or in small groups with frontline colleagues around either a task or the workplace to ensure that work is done safely. This proactive and highly visible expression of our Values builds trust, fosters understanding and improvements in safety performance, as well as encouraging our employees and contractors to feel safe to speak up about safety concerns.

In 2025, our focus on VFL remained steadfast to maintain the momentum we achieved the previous year, with a broadened focus on contractor engagements and coaching colleagues in the field on effective leadership conversations, supporting our operational leaders to spend quality time in the field with the frontline. With the increased presence of our leaders in the field, engaging the frontline on personal and workplace safety, in 2025 we saw a 18% increase in reporting of high potential hazards (HPHs) and a 20% decrease in our TRIFR.

Critical Action Programme

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.

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.

Following the finalisation and implementation of the streamlined fire safety standard, a renewed focus has been placed on addressing the high and significant rated fire risks, with implementation stepped up across all operations in our simplified portfolio through work to target these actions and optimise spend. This approach not only improves fire safety and reduces business loss but also allows targeted deployment of resources where risk-reduction payback results are the highest. While this activity is ongoing, a new focus for the immediate future will include reducing the likelihoods of events through supporting human-focused activities, including increasing awareness, education, and sharing lessons learned.

Standing up for safety, together

In 2025, we continued the theme of “stand up for safety” as the core call-to-action for safety-related communication activities. The retention of this theme for a further year reflected both its continued connection with the workforce.

Within the core message, flexibility was afforded to businesses and sites to target and develop specific safety programmes. These programmes build on the foundations of previous years’. They focus on how we each hold ourselves and each other to the highest standards, take pride in following processes and procedures, and ask the hard questions, no matter how uncomfortable they might be. Most importantly, it encourages everyone to look for and report hazards; learn from incidents to prevent repeats; and share opinions, insights and experiences to create safer ways to work.

The highlight of the programme is our annual Global Safety Day. In 2025, employees, contractors and visitors came together and joined events at sites and offices dedicated to the physical and psychological safety of all of us. In addition to internally created activities many staff were able to participate in practical, safety-focused activities run by partners and suppliers.

The day provided an opportunity for everyone to stop and renew our commitment to standing up for safety and always having the courage and conviction to do the right safety thing – no matter who we are, where we work, or who we are with.

Driving safety innovation

Innovation and technology are key to increasing the effectiveness of controls with a data-driven approach to prioritising business risks and quantifying the risk-reduction benefits of safety-focused technology and interventions. Piloting new technology on a small scale before full implementation allows us to assess both its benefits and any risks tied to introducing new processes.

SHE capability

Following the 2024 launch of the accredited Human Factors skills pathway in partnership with the Chartered Institute of Ergonomics and Human Factors, the first candidates have completed their Level 1 programme and are progressing to the next phase.

Contractor safety

In line with the strong planning and execution principles of our Operating Model, we continued to advance the implementation of the Contractor Performance Management Platform, our risk-based planning tool for contractor safety. The system is now fully deployed in Brazil and has generated over 2000 Risk-Based Assessments since its launch.

Throughout 2025, we also prioritised increasing the time spent in the field conducting safety-related oversight with contractor teams. We placed a particular emphasis on verification oversight, which includes both control monitoring and procedural reviews, to ensure appropriate controls are in place and that correct work methods are consistently applied. A pilot of this enhanced verification approach was completed in Brazil during the final quarter of 2025.

We also strengthened the structure and clarity of the safety requirements embedded within our supplier contracts. These improvements aim to ensure contractors clearly understand expectations from the outset, enabling them to prepare effectively and work safely within Anglo American’s standards.

We continued to strengthen psychological safety across our contractor workforce by fostering open dialogue and trust-based partnerships with our suppliers. Through dedicated supplier-engagement forums, we created safe spaces for contractors to share concerns, raise issues, and collaborate on solutions that enhance their overall experience on our sites. Complementing this effort, we began developing a Psychological Safety Framework designed to guide leaders and supervisors in building inclusive, respectful, and supportive working environments. These initiatives form a key part of our commitment to ensuring that everyone working with Anglo American feels valued, heard, and empowered to speak up.

Engaging on best practices

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.

Next steps

Looking ahead, as we strive to create an illness- and injury-free workplace, safety and health will continue to be integrated into the Enterprise Operating Model as an outcome of the way we do business, not as a separate safety strategy in its own right. We will look to further improve performance through more seamless integration of risk management and safety outcomes into the Operating Model, striving for true safe production. This is underpinned by our ongoing focus on leaders spending time in the field, line accountability, prioritising the most material issues and the monitoring of leading indicators for a resilient safety culture. Our endeavours will be supported by activities including:

- The sustained support for our operations in their compliance with Group Technical Standards through Communities of Practice
- Continued regional deployment of risk-based planning tools for contractor safety and embedding strengthened safety requirements in supplier contracts
- Continued optimisation of our leadership time in field initiative which will align a greater variety of value adding oversight work
- The continued business-led implementation of existing safety-technology initiatives
- Consistent, high-quality learning and investigations across the Group
- The evolution of our assurance model through peer participation, sharing best practice and improving capability and competence across the Group
- Continued focus on those actions that we believe will have the most material impact on risk.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, given the integral importance of our people in delivering our strategy everyday, we felt it imperative that the topics relating to our people were elevated from our critical foundations to be an integral part of our Sustainability Strategy.

Material Matter: Health and well-being of the workforce

Protecting the safety, health and well-being of employees, contractors, local communities and other stakeholders is a fundamental responsibility for Anglo American. We see that a safe, healthy and well-being-assured workforce translates into an engaged, motivated and productive one. This mitigates against safety incidents, operational stoppages due to unplanned absence, and manages potential future legal liabilities.

Our concern for the health and well-being of our workforce, throughout and beyond the workplace, is reflected in our Total Health Standard and refreshed Health and Well-being strategies. We captured the lessons of our pandemic experience to prepare for any current or future health threats, including climate-related events that could create incidents and to maintain preparedness for all future novel infectious agents.

We continue to collaborate closely with our colleagues across all internal functions and disciplines to ensure we have an integrated approach to health, hygiene and well-being programming. This protects, promotes and creates value for all people working in our organisation. This has the positive flow-on effect of improving the quality of life for our workforces and their families, as well as the broader communities that surround our operations.

Strategy and approach

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.

The decades of work with our people and host communities on HIV/AIDS and TB management (in the locations where they are considered material risks) have provided key learnings. We now use these to manage not only communicable diseases but also the increasing rates of non-communicable diseases relevant to our people and their communities. There are many common conditions of global relevance, including mental health conditions, obesity, hypertension, cardiovascular disease and specific cancers. We are committed to continuing to deliver best-practice interventions that demonstrably reduce the key health risks in our workforce, or support innovative research with credible partners to address these significant health risks.

We continue to drive a digital health transformation. With the rapidly expanding technologies available, we are working on a refreshed data model and analytics strategy. This will enable core data capture and reporting systems to adopt AI tools which will automate analytic insights that inform our data-driven decision-making approach.

Expanding our global mental health resources

In response to a rise in mental health impacts globally, we have continued to expand our global mental health and well-being offerings and resources. While there are many drivers of mental health strain, we have focused on what we can control within the workplace, with the aim of detecting mental health deteriorations early and providing appropriate support.

In 2025, we continued to build on our WeCare programme with a cross-functional, multi-disciplinary team delivery approach. We provided further line manager support resources with roll-out of a rapid and practical 'Stress Check' tool, as well as ongoing efforts to raise organisation-wide awareness on the detection and management of common workforce issues such as burn-out, stress, and drug and alcohol addiction detection and support.

The WeCare programme is designed to support all workers and leaders across the organisation to recognise the factors that impact health and well-being and understand how they can personally intervene in an optimal way. This means our people know how to intervene for themselves or assist a colleague.

All resources and training developed are delivered in all our major languages across a variety of media and training access types. We take particular care to ensure mental health crises are well understood and rapidly detected and supported. We ensure our offerings are downloadable so that they are also available to our contractor workforces.

Total Health Standard

Our enhanced Total Health Standard, approved in 2024, goes beyond defining the minimum regulatory health, hygiene and well-being requirements, and instead aims to create integrated local plans that contain actions that will proactively and demonstrably improve the health and wellness of our workforce. This includes lifestyle factors we can control such as our accommodation and catering service offerings.

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. The standard deliberately extends the focus to link workplace health-promotional activities to the health and well-being efforts being performed through our social performance and community-health programmes.

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.

Governance

Operational general managers are accountable for implementation of their Total Health programmes. They are supported by operational occupational health managers and hygienists who act as health, hygiene and well-being champions. This clear accountability and responsibility helps to deliver the minimum health requirements, as laid out in our standard. All local health and well-being activity champions are supported by a Group Health co-ordinated

Total Health Community of Practice which meets on a monthly basis to discuss health and well-being topics and the implementation of the standard. This community shares local best practice, allows assets to showcase their helpful tools and provides a communication platform to discuss industry peer excellence practices. This promotes efficiency and allows shared improvements across all operations.

Individual asset, business and aggregated Group health and hygiene data is reviewed by the ELT on a quarterly basis. It is then reviewed and discussed by the Board and its Sustainability Committee at each meeting.

To demonstrate our commitment to occupational health and hygiene, the performance towards a zero-exposure aspiration is embedded in our executive remuneration arrangements. A short-term incentive bonus is awarded if there is a 90% completion of approved yearly plans that support reducing exposure to workplace hazards. The long-term goal of this performance metric is for a sustained reduction in the number of workers exposed to noise, carcinogens and other inhalable hazards in our managed operations where the current measures are over the occupational exposure limit (OEL). While all operations have robust personal protective equipment (PPE) requirements, this metric demonstrates our desire to move to modernised working environments where hazards are controlled within the design phase, or by using engineering and task-planning processes to remove people from potential harm.

Occupational health and hygiene data is subject to both internal and external assurance reviews as part of the year-end reporting process.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information about our SHE Policy see [GRI 2-23 Policy Commitments](#) on page 27.

Managing risks and opportunities

The main health risks arising from our work environments are similar to our peers and include, noise, cancer-causing agents (carcinogens), inhalable hazards, strain on the musculoskeletal system and psychosocial hazards.

Our long-term ambition is the adoption of modern mining processes that eliminate harm to workers through innovative working methods, such as remote operator technologies and autonomous vehicles. Where this is not yet feasible, we require robust workplace measurement, monitoring and control of health hazards to levels that prevent worker harm or are as low as reasonably practicable.

Our Total Health Standard and the support guidelines updated our definitions and requirements related to the anticipation, identification and measurement of all work hazards. Individual hazard assessments are collated to form a prioritised comprehensive risk assessment and site-specific control plan. A register of health risks is available at all managed operations. Historically, we referred to national Occupational Exposure Thresholds (OELs) as the definition of adequate controls. In 2025, we shifted our global control expectation to the current best-practice operating area OELs for our most significant

hazards of respirable crystalline silica, diesel particulate matter and noise. This shift delivers an equitable approach in workforce health-risk management, which means we adhere to best-practice health protection globally regardless of local regulatory thresholds, which we know can lag behind the scientific evidence. We will continue the global adoption of best-practice OEL monitoring and management of key hazards into 2026. This will ensure within a structured change-management process there will be a comprehensive set of internal global OELs aligned to the current scientific evidence, as endorsed by the American Conference of Governmental Industrial Hygienists (ACGIH). This highly stringent approach to protecting worker health globally protects our people and reputation over the long term. We endorse a value-add business-case approach to investing in monitoring and management technological advances. This will ensure that we remain aligned with best-practice health management, are ahead of regulatory change and are implementing the most effective protections for all workers in our assets.

To proactively manage health risk, our Total Health standard requires that asset health-control plans maintain regular monitoring of workplace hazards where the exposures are $\geq 50\%$ of an OEL (inhalable hazards) or $\geq 10\%$ of an OEL (carcinogens). Where there is an exceedance of a recognised local or international standard for physical, biological, ergonomic or psychosocial hazards, this is reported to the Business and Group level, with the goal of continuously reducing the exposed-worker count. This system of ongoing measurement is designed to protect workers from harm, as well as providing assurance that risk assessments are accurate and control plans are fit for purpose, efficient, effective and robustly maintained.

Reducing new cases of occupational disease

Our most significant hazard based on the exposed worker count is noise exposure over 85 dBA (TWA 8 hr equivalent). Owing to the considerable size of much of our machinery and the large scale of activities across our value-chain processes, reducing worker exposure to noise is a significant challenge. We are working to mitigate noise through innovative work design and planning, as well as assessing investing in engineering and technological advances that remove the need for people to be in close proximity to noise sources. We continue to look for innovative ways we can further adopt remote-operator technologies and new, quieter methods of working. Where such opportunities do not yet exist, we look to reduce exposure to As Low As Reasonably Practicable (ALARP) – e.g., by adopting “Buy Quiet” low-noise-emitting equipment programmes and ensuring we have robust equipment-maintenance programmes to minimise unnecessary noise and vibration. In 2025, we demonstrated improvements, with 6,501 (compared with 2024: 18,357) workers in our environments where noise exceeds the recommended levels.

To protect all workers, we ensure all our workforces are issued and trained in the correct use of hearing personal protective equipment (PPE). While we see the use of PPE as a last line of defence against health and safety hazards, we recognise robustly implemented and maintained PPE programmes do protect workers from harm.

Non-communicable diseases

The Covid-19 pandemic taught us many lessons, but one of the most significant is that the general health status of workers is a critical driver in general infection susceptibility, recovery time and, therefore, workplace absence rate – all of which impact safe and stable production. We recognise that maintaining a high level of worker physical and psychological health is associated with an improved quality of life and well-being – and that we as an organisation can positively influence this.

To support personal health risk management, we provide a variety of offerings that vary with role and the working environment.

Across our operational footprint, all workers are required to have an annual medical evaluation that assesses their general health status, as well as screening for any potential work-related health impacts. For those in office-based roles, we encourage participation in a free opt-in annual health assessment that provides individualised feedback and personalised health-improvement plans. Each business, asset and major office runs a locally tailored health-promotion programme for its employees. The delivery of well-being programmes is a shared responsibility with our people & organisation function. To ensure a cohesive and clear employee-facing offering, this is an integrated pillar of the Total Health Standard.

In 2025, we undertook significant internal innovation work to develop a proposed balanced set of leading and lagging health indicators that we will begin to trial in 2026. The process reviewed the material health risks to each of the businesses and incorporated the local national health priorities and targets.

Through this mapping we aligned and determined from 2026 onwards that we will routinely measure cardiovascular risk as a Key Performance Indicator (KPI) of our employee population's physical health status and the effectiveness of our health programmes. The goal is an objective and validated measure of general health status: we can track trends and assess changes from our investments to promoting health that aim to reduce the local average health risk level. The metric is based on an externally validated scoring tool (Framingham Risk Score). The measure will be a working population average but all high risk individuals will receive follow-up care and recommendation to be based on local clinical best practice.

We have set an ambitious target of 85% of employees being aware of their cardiovascular risk level by end 2026 and will learn from our experiences and ensure steps are taken to sustain or improve it, each calendar year. Each business will continue to have flexibility to deliver lifestyle-focused health promotion programmes tailored to the most significant cardiovascular and other non-communicable disease risks and other identified material health needs of their workers.

Managing HIV/AIDS and TB

Anglo American continues to support the The United Nations Programme on HIV/AIDS (UNAIDS) vision of zero new infections, zero discrimination and zero AIDS-related deaths. UNAIDS has a clear goal and pathway to end AIDS as a public health threat through testing and treatment targets. However, significant global health-funding cuts were made in 2025, and these have significantly threatened progress toward this goal.

We are proud of our longstanding HIV-testing and management programmes which we have put in place since the 1990s. We are committed to the ongoing provision of anti-retroviral therapy (ART) through both internal programmes and support of external community programmes in identified areas of need.

We strongly encourage all workers globally – inclusive of employees and contractors – to undergo regular voluntary HIV testing. In our high HIV burden country operations, we run dedicated internal programmes and either provide or facilitate access to free testing.

We understand the negative impact stigma has on accessing effective care. In response, we have created peer support programmes for anyone found to be HIV-positive to ensure emotional support is provided, internal stigma is reduced, and that our workforce and their families have access to medications and other therapies as required.

At Anglo American, we continue to endorse the UNAIDS goal of ending the AIDS epidemic by 2030 by striving to achieve a 95-95-95 treatment target internally. This means 95% of people living with HIV know their HIV status; 95% of people who know their status are on treatment; and 95% of people on treatment have effectively suppressed viral loads. Our 2025 internal performance indicates that we are on track to meet these 2030 targets.

At Anglo American, we continue to monitor and report our performance annually toward these targets occurring in communities where health is considered a higher risk. We also continue to monitor global health funding levels and the impacts that these could have in our sub-Saharan Africa operations. Furthermore, we remain open to partnership opportunities where we can further support and strengthen the local health infrastructure and local government capabilities to meet these targets. We are also closely monitoring local capabilities to provide ART in our sub-Saharan Africa communities where we operate, as we recognise they contribute a significant proportion to the total number of people living with HIV globally.

The World Health Organization (WHO) Global Tuberculosis (TB) Report 2025 highlights significant progress in TB management but warns of ongoing challenges. Anglo American is committed to maintaining funding for our TB-control programmes and continuing to offer regular TB screening and treatment free of charge in our workforces and local communities.

Targets and progress

Occupational disease

In 2025, there were 16 reported new cases of occupational disease, of which 15 were related to noise exposure and one was a respirable disease (2024: 19, of which 18 were related to noise exposure and one was musculoskeletal). A key challenge in understanding trends in occupational disease reporting is that many hazards do not cause immediately detectable health harms, with most occupational diseases not clinically definable until many years post exposure. This means disease cases reported in a given year are not a reliable measure of current working conditions, but rather reflect accumulated and/or past working conditions and exposures over a worker's career. This is termed 'latency of presentation'.

These characteristic delays in occupational disease case presentation underscore the importance of prevention. This means ongoing proactive and robust environment monitoring, comprehensive worker education and health surveillance, conducting regular risk assessments, and rigorous control of hazard exposures. Reducing exposure to all known workplace hazards remains an ongoing focus at Anglo American, aligned with our zero-harm mindset.

Occupational exposures

Our long-term goal is a progressive reduction of our workforce exposed to all occupational hazards over levels that can cause harm to a zero-exposures aspiration.

The number of people in our workforce potentially exposed has fluctuated over the years, owing to several factors. These include both internal exposure definition updates and changes in regulatory OEL thresholds, which are becoming increasingly stringent. For example, in 2023, the OEL for inhalables and carcinogens applied in South African processing operations was adjusted to align with the more stringent Occupational Health and Safety Act 85 (1993) South Africa. Without any change in the hazard measurements, this led to an increase in the number of exposure incidents captured, resulting in 2023 data differing to that reported in 2022.

During 2025, there has been an ongoing focus and effort in understanding our contractor working conditions. We have consciously extended our reporting to include our contractors who work for us for over six months being reported in our numbers if they are potentially exposed to occupational hazards above the OEL. We believe this high level of transparency is essential for identifying all noise exposure sources and ensuring all workers on our sites are protected from long-term harm. This has resulted in an increase in the number of workers potentially exposed to noise to 9,752 (total workers). The broadened understanding of whole workforce risk will reset the baseline for more detailed reporting going forward.

We continued to achieve reductions in both total carcinogen and inhalable exposed worker counts. In January 2025, we moved respirable silica exposures to be counted in the carcinogen, rather than inhalable exposure category, as this is its highest risk-banding definition. The overall worker count reductions across the combined exposure definitions are driven by our operational health and hygiene control plans and ongoing investments in state-of-the-art engineering solutions.

We have focused efforts on maintaining air quality, including upgrading our extraction ventilation systems and the further implementation of remote-operated-vehicle and equipment technologies. These investments combined not only protect our workers by removing them from the source of hazard, but also assist in reducing environmental and community disturbance. This helps us to maintain trust across our stakeholders and adhere to our stringent permitting commitments.

Over 2024 and 2025, we experienced a reduction in our total workforce headcount, which is reflected in our overall exposed worker count performance.

HIV/AIDS and TB

Our HIV Workplace programmes in South Africa continue to focus on achieving the UNAIDS treatment targets and South African mining industry health milestones. Our activities include:

- Provision of comprehensive and integrated wellness counselling and screening services for HIV, TB and non-communicable diseases including mental health
- Adoption and review of care co-ordination pathways that link diagnosis to care.

These initiatives are guided by the Sustainable Development Goals (SDG) SDG 3, Good health and Wellbeing.

In 2025, 85% of our employees in southern Africa knew their status (2024: 92%), with 64% (2024: 93%) of those employees living with HIV being on ART at the end of the year. Our internal programmes, combined with those led within host communities, are having a positive impact, by ensuring employees know their status, and those that have converted to HIV in the year can access ART. With regard to our workplace programmes, we are encouraged by a lower conversion rate to HIV-positive status in 2025 (2025: 40 new HIV cases; 2024: 80).

In 2025, the TB incidence rate was 151 per 100,000 compared with 171 per 100,000 in 2024. Owing to increased awareness and efforts on testing and treatment, we are again seeing a positive downward trend.

HIV/AIDS indicators for high-impact countries

	2025	2024	2023	2022	2021
Employee voluntary testing and counselling cases (number of employees who know their status)	8,766	25,988	24,901	27,334	27,181
Contractor voluntary testing and counselling cases (number of contractors who know their status)	30,306	25,654	22,645	32,713	41,951
Employees who know their status (%)	85%	92%	88%	90%	88%
Number of known HIV+ employees on anti-retroviral therapy (ART)	383	3,943	4,458	4,367	4,618
Known HIV+ employees on ART (%)	64%	93%	95%	89%	93%
New HIV cases (employees)	40	80	124	157	128
AIDS deaths (employees)	0	0	0	1	0

Employee TB data

	2025	2024	2023	2022	2021
New cases of tuberculosis (TB) (employees)	27	50	88	51	48
TB incidence rate per 100,000 (employees)	151	171	312.64	154	152
TB deaths (employees)	1	0	0	0	0

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Activities in 2025

In 2025, we supported the self-assessments and implementation of our updated Total Health Standard. The broader definition of worker health has allowed our operations to consider and utilise all available levers to positively improve worker health and well-being, including the cross-over aspects of the Fatigue Management and Emergency Management standards. This integrated model and way of working is designed to integrate efforts at the asset level. This helps us to work together to efficiently support our people and achieve our health and well-being goals.

We have developed and implemented a global occupational hygiene data-storage module in our Isometrix safety system software. It will continue to significantly decrease the time taken to collect and report site hygiene data and create a robust long-term data-storage system for historical referencing.

External stakeholder engagement

Anglo American continues to positively influence peers and industry health progress by actively participating in ICMM guidance development, Health and Safety working groups and committees and conferences. Through the work delivered in these groups, we aim to positively influence the broader health and well-being agenda and strategy of the international mining industry. Anglo American is also represented on the ICMM Initiative for Cleaner and Safer Vehicles working group, contributing to the industry's strategy and efforts to eliminate harmful exposures to diesel particulate matter.

We participate in our local Mining and Minerals Councils' Health and safety activities to ensure we influence positively and share our internal programmes across our in-country peer groups. For example, we recognise that the continued fight against HIV and TB infections requires collective effort, which is why we are in support of the mutli-stakeholder Masoyise Health programme in South Africa, which aims to tackle sector-specific health challenges.

We also engage in broader across industry groups such as the World Economic Forum. Participating in these think-tank meetings and conferences allows us insights into innovations and development across a broad range of industries from which we can both share in and learn.

Worker participation and consultation

Workers at Anglo American-managed operations are routinely involved in statutory and non-statutory health and safety committees, with health-focus areas and performance updates presented in these committees. In South Africa, all new or revised health-related codes of practice are taken through committee structures, where workers have the opportunity to be consulted on new guidelines and/or procedures.

Health-related training and advances

The Total Health Standard was launched with a supporting information pack, and implementation was supported through monthly community-of-practice meeting updates. We continue to develop an internal Health resource hub that facilitates all assets access to best-practice internal and external standards, as well as to health and wellness promotional materials.

In collaboration with our Communications teams and Learning Academy, the company's central Health function developed and launched several mental health and well-being training materials to support the skills and capability development of our leaders and workers. These included:

- A rapid-intervention mental health crisis training package (Pathways to Care) amended for language and cultural context for all of our operating areas, strengthening leaders' ability to identify early signs of distress, respond appropriately and activate support pathways in a timely and consistent manner.
- A rapid stress-assessment tool for leaders and workers to more objectively measure their internal levels of stress, complemented by practical support resources designed to strengthen coping strategies, improve early recognition of warning signs and guide individuals on when and how to seek further assistance.
- A rapid burn-out assessment tool for leaders and workers, enhanced to provide clearer indicators of risk levels and tailored guidance on next steps, supporting more consistent decision making, and earlier intervention and alignment with our global approach to mental health and well-being.

Expansion of integrated health infrastructure

In 2025, we strengthened our organisational readiness by expanding our integrated health infrastructure. In Brazil, we inaugurated a new Health Clinic in Conceição do Mato Dentro, enhancing access to occupational and primary health services, and reinforcing our commitment to the health and well-being of our workforce.

Emergency preparedness and multi-casualty response

Across countries such as Brazil and Chile, we increased the robustness of mass casualty incident (MCI) simulation exercises. These multi-victim drills involved co-ordinated participation of internal teams and external community stakeholders – including local emergency services, health providers and municipal authorities – thereby improving alignment of emergency protocols, strengthening inter-agency communication and enhancing joint decision making during high-complexity events.

Advancements in fatigue-management technology

We also advanced the implementation of our Fatigue Management Technical Standard by broadening the application of technologies that support healthier patterns of alertness and rest. This included the improvement of technologies already in use in vehicle-fatigue detection systems in haul trucks and light vehicles, as well as wearable devices that monitor sleep patterns and indicators of drowsiness, enabling earlier support for workers and contributing to more sustainable working environments.

Global health awareness campaigns

Throughout 2025, we delivered a series of global health awareness campaigns aligned with internationally recognised observance days. These initiatives included World Health Day, World Safety and Health Day at Work, World Mental Health Day and World AIDS Day. Activities were designed to increase awareness, promote prevention and encourage open dialogue through webinars, internal communications and learning sessions tailored to different audiences across our operations.

Internal knowledge-sharing and localised health forums

We strengthened internal engagement through health-focused knowledge-sharing sessions delivered via internal forums and platforms. These health shares addressed locally relevant topics, reflecting regional health priorities, operational contexts and cultural considerations. This approach supported meaningful participation, improved relevance of messaging and reinforced a shared understanding of health and well-being across our diverse geographies.

Knowledge sharing and external thought leadership

We also contributed to broader industry dialogue by presenting our organisational approach to mental health at external forums, including the Minexcellence 2025 International Conference on Operational Excellence in Mining organised by Gecamin. This engagement enabled the exchange of practical insights, supported continuous learning and reinforced our role in advancing discussions on workplace mental health and well-being.

Development and deployment of health and safety guidance

To support consistent access to health information, we developed, socialised and made available a Travel Risk Management Guideline. This guideline provides clear direction to support employee well-being during work-related travel and promotes alignment with our broader health standards across the regions where we have operations.

Standardisation of technical hygiene best practices

We further strengthened health governance through the development and dissemination of a Technical Hygiene Best Practice Manual. This manual supports the standardisation of hygiene practices across operations, enhances technical alignment and reinforces consistent application of health-protection measures in diverse operational environments.

Together, these initiatives strengthened organisational knowledge and skills, which build our capacity for resilience, response preparedness and reinforced our commitment to protecting the health, safety and well-being of our workforce.

Next steps

In 2026, we will continue our efforts to reduce health-related risks to our workforce and the business by focusing on the quality of our health-risk assessments and control plans. We will continue to look for good-practice-guideline development opportunities that enhance worker safety, productivity and operational excellence via individually optimised health and well-being.

We will further embed our 2025 workstreams, as well as evolving our Well-being Strategy to support our people through our organisational merger period. We will ensure those working within the Safety Health, Environmental and Permitting disciplines have career-growth opportunities identified and enacted by the creation of a SHE Health of Discipline Framework. This will map out all core skills and development career pathways for our Safety, Health, Environment and Permitting disciplines to ensure we recognise, support and retain our internal talent.

We will further develop our future-focused approach to health data by building new model and systems architecture that ensures our data-capture processes are future-enabled and provide automated, robust oversight of health and well-being performance. This foundational reporting-systems work will allow for implementation of AI-generated analysis tools and agents that will accelerate our business insights, early-trend detection and support high-quality health-investment decision making.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, given the integral importance of our people in delivering our strategy everyday, we felt it imperative that the topics relating to our people were elevated from our critical foundations to be an integral part of our Sustainability Strategy.

GRI 401 Employment

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

401-1 New employee hires and employee turnover

GRI reference

401-1.a

Total number and rate of new employee hires during the reporting period, by age group, gender and region.

Hires by female:male		2025
Females		
Total number of female employee hires during the reporting period (under 30 years old)	Number (units)	488
Total number of female employee hires during the reporting period (30-50 years old)	Number (units)	578
Total number of female employee hires during the reporting period (over 50 years old)	Number (units)	36
Rate of female employee hires during the reporting period (under 30 years old)	Rate	0.003
Rate of female employee hires during the reporting period (30-50 years old)	Rate	0.001
Rate of female employee hires during the reporting period (over 50 years old)	Rate	0.000
Males		
Total number of male employee hires during the reporting period (under 30 years old)	Number (units)	686
Total number of male employee hires during the reporting period (30-50 years old)	Number (units)	961
Total number of male employee hires during the reporting period (over 50 years old)	Number (units)	162
Rate of male employee hires during the reporting period (under 30 years old)	Rate	
Rate of male employee hires during the reporting period (30-50 years old)	Rate	0.001
Rate of male employee hires during the reporting period (over 50 years old)	Rate	0.000

401-1.b Total number and rate of employee turnover during the reporting period, by age group, gender and region.

Turnover by female:male		2025
Females		
Total number of female employee turnover during the reporting period (under 30 years old)	Number (units)	284
Total number of female employee turnover during the reporting period (30-50 years old)	Number (units)	746
Total number of female employee turnover during the reporting period (over 50 years old)	Number (units)	154
Rate of female employee turnover during the reporting period (under 30 years old)	Rate	0.200
Rate of female employee turnover during the reporting period (30-50 years old)	Rate	0.120
Rate of female employee turnover during the reporting period (over 50 years old)	Rate	0.180
Males		
Total number of male employee turnover during the reporting period (under 30 years old)	Number (units)	321
Total number of male employee turnover during the reporting period (30-50 years old)	Number (units)	1,315
Total number of male employee turnover during the reporting period (over 50 years old)	Number (units)	589
Rate of male employee turnover during the reporting period (under 30 years old)	Rate	0.140
Rate of male employee turnover during the reporting period (30-50 years old)	Rate	0.080
Rate of male employee turnover during the reporting period (over 50 years old)	Rate	0.130

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

GRI reference

401-2.a

Benefits which are standard for full-time employees of the organisation but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum:

401-2.a.i

life insurance;

401-2.a.ii

health care;

401-2.a.iii

disability and invalidity coverage;

401-2.a.iv

parental leave;

401-2.a.v

retirement provision;

401-2.a.vi

stock ownership;

401-2.a.vii

others.

401-2.b

The definition used for 'significant locations of operation'.

We are unable to provide this data at a Group level due to different regulatory requirements in the jurisdictions where we operate.

401-3 Parental leave

GRI reference

401-3.a

Total number of employees that were entitled to parental leave, by gender.

401-3.b

Total number of employees that took parental leave, by gender.

401-3.c

Total number of employees that returned to work in the reporting period after parental leave ended, by gender.

401-3.d

Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.

401-3.e

Return to work and retention rates of employees that took parental leave, by gender.

We are unable to provide this data at a Group level due to different regulatory requirements in the jurisdictions where we operate.

GRI 402 Labour / Management Relations

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

402-1 Minimum notice periods regarding operational changes

GRI reference

402-1.a

Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them.

402-1.b

For organisations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.

We are unable to provide this data at a Group level due to different regulatory requirements in the jurisdictions where we operate.

GRI 403 Training and Education

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

404-1 Average hours of training per year per employee

GRI reference

404-1.a Average hours of training that the organisation's employees have undertaken during the reporting period, by:

404-1.a.i gender;

404-1.a.ii employee category.

		2025
Female		
Average hours of training undertaken by employees female Band 3 and above	Number (units)	1
Average hours of training undertaken by employees female Band 5 and above	Number (units)	2
Average hours of training undertaken by employees female Band 7 and above	Number (units)	2
Average hours of training undertaken by employees female Band 7 and below	Number (units)	5
Average hours of training undertaken by employees female (total)	Number (units)	4
Male		
Average hours of training undertaken by employees male Band 3 and above	Number (units)	2
Average hours of training undertaken by employees male Band 5 and above	Number (units)	2
Average hours of training undertaken by employees male Band 7 and above	Number (units)	3
Average hours of training undertaken by employees male Band 7 and below	Number (units)	6
Average hours of training undertaken by employees male (total)	Number (units)	6

404-2 Programs for upgrading employee skills and transition assistance programs

GRI reference

404-2.a Type and scope of programs implemented and assistance provided to upgrade employee skills.

404-2.b Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

404-3 Programs for upgrading employee skills and transition assistance programs

GRI reference

404-3.a Percentage of employees receiving regular performance and career development reviews

% of employees who were eligible for Performance Management approach (Band 7 & above): 31%

Of those who were eligible, % that were male: 62%

Of those who were eligible, % that were female: 28%

GRI 405 Diversity and Equal Opportunity

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

405-1 Diversity of governance bodies

GRI reference

405-1.a :

Percentage of individuals within the organisation's governance bodies in each of the following diversity categories:

405-1.a.i

Gender;

405-1.a.ii

Age group: under 30 years old, 30-50 years old, over 50 years old;

405-1.a.iii

Other indicators of diversity where relevant (such as minority or vulnerable groups).

Women in leadership

Women in senior management (CE EoR) (%) ⁽¹⁾: 39%

Number of senior managers Band 3 female: 27

Number of senior managers Band 3 male: 42

(1) Female representation on the Executive Leadership Team (ELT), those reporting to ELT.

405-1.b

Percentage of employees per employee category in each of the following diversity categories:

405-1.b.i

Gender;

405-1.b.ii

Age group: under 30 years old, 30-50 years old, over 50 years old;

405-1.b.iii

Other indicators of diversity where relevant (such as minority or vulnerable groups).

Inclusion and Diversity		2025
Employees below 30 years of age (%)	Percentage	12%
Employees between 30-50 years of age (%)	Percentage	70%
Employees more than 50 years of age (%)	Percentage	18%
Women as a % of total workforce	Percentage	27%
Men as a % of total workforce	Percentage	73%
Number of female employees	Number	11,739
Number of male employees	Number	31,738
Historically disadvantaged South Africans in management (% of South African Management)	Percentage	81%

405-2 Ratio of basic salary and remuneration of women to men

GRI reference

405-2.a

Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation.

405-2.b

The definition used for 'significant locations of operation'.

Refer to our UK Gender Pay Gap Report

» Visit www.angloamerican.com/uk-gender-pay-gap-report

GRI 406 Non-discrimination

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

406-1 Incidents of discrimination and corrective actions taken

GRI reference

406-1.a

Total number of incidents of discrimination during the reporting period.

406-1.b

Status of the incidents and actions taken with reference to the following:

406-1.b.i

Incident reviewed by the organisation;

406-1.b.ii

Remediation plans being implemented;

406-1.b.iii

Remediation plans that have been implemented, with results reviewed through routine internal management review processes;

406-1.b.iv

Incident no longer subject to action.

Details associated with potential incidents of discrimination are confidential. However, actions taken on YourVoice complaints are included in the Material Matter:

[Business Conduct](#). Also refer to [GRI 2-25 Processes to remediate negative impacts](#) on page 32.

GRI 407 Freedom of Association and Collective Bargaining

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

407-1 Incidents of discrimination and corrective actions taken

GRI reference

407-1.a

Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of:

407-1.a.i

type of operation (such as manufacturing plant) and supplier;

407-1.a.ii

countries or geographic areas with operations and suppliers considered at risk.

407-1.b

Measures taken by the organisation in the reporting period intended to support rights to exercise freedom of association and collective bargaining.

Material Matter: Talent attraction and retention

Leadership and culture

We are committed to building a culture where every employee can confidently bring their whole self to work and feel genuinely empowered to thrive. Working side by side with our leaders, we aim to shape, grow and sustain a high-performing culture that inspires people, unlocks potential and drives exceptional business results aligned with our Purpose and Values.

Anchored in our Leadership Framework, our approach enables leaders to create an environment where colleagues feel trusted, energised and accountable – empowered to innovate, take ownership and grow long-term value for Anglo American. Our goal is to nurture a culture that not only attracts the best talent but inspires them to stay, develop and contribute to something meaningful.

» For more information on Leadership and culture can be found on page 103 of our Integrated annual report 2025.

Attraction, retention and engagement of workforce

We understand that achieving our current and future business objectives depends on growing, recruiting and retaining the best talent across the world – and supporting our people to develop their full potential within Anglo American.

Strategy and approach

Our Organisation Model

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

To support Organisation Model capability development, we have created enhanced learning materials that are available to all connected employees through our Learn+ platform, complemented by tailored workshops with leaders across the business.

Our performance leadership approach helps us to be the best we can be by creating the conditions for a high-performance culture. We believe that performance is not only a process but it is also tied to how we engage every day, our willingness to deliver outcomes and to holding each other to account. To further support this approach, we have regular feedback conversations to ensure that employees are clear on what is expected of them and how they are performing.

Our talent strategy

In 2025, we have continued to advance our 'internals first' philosophy, prioritising development, promotion and hiring of internal candidates. This approach strengthens organisational knowledge and fosters employee growth. Key initiatives include structured internal mobility programmes to identify and promote internal talent, focused development to build readiness for critical roles and increased diversity in talent pipelines and appointments, embedding inclusive practices across acquisition and development.

We hire externally when we need to inject fresh capability, new thinking or specialised expertise into the organisation. To ensure every external hire strengthens – not dilutes – our culture, we have fully aligned our recruitment and assessment processes to the Leadership Framework, enabling us to select leaders and employees who share our Values, leadership expectations and cultural ambition.

Strengthening succession pipelines

A major focus in 2025 has been on strengthening succession pipelines for critical leadership and technical roles. We have introduced new talent criteria to identify and categorise roles as Critical Roles, Enterprise Talent and Expert Talent, ensuring clarity and consistency in succession planning. This approach enables us to:

- Build depth in leadership pipelines for pivotal positions
- Accelerate readiness for technical roles through targeted development
- Provide mobility opportunities across geographies and functions to broaden experience
- Focus on Early Careers to ensure growth of a diverse internal pipeline.

Succession health is monitored quarterly with the ELT to track readiness, diversity and minimise risk.

Our approach to employee representation

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.

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.

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.

Governance

The chief people & organisation officer is accountable for the delivery of our talent work programmes, managed through the talent teams. To manage risks associated with critical talent pipelines, the ELT is updated on talent management and succession on a regular basis, with a particular focus on succession planning and diversity of the talent pool. The Nomination Committee leads the process for Board appointments, and ensures effective succession planning for the Board and senior management. Talent updates with the Board have focused on executive pipeline health and increased exposure to talent through 2025.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information on the Nomination Committee – see page 9.

Our Global Workforce Advisory Panel

Our Global Workforce Advisory Panel helps the Board to better understand the views of our workforce, in line with the recommendations of the UK Corporate Governance Code. The Panel 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. In 2025, the panel met on two occasions – one of which was in person at our offices in Moquegua, Peru – and the panel chair, non-executive director, Marcelo Bastos, shared insights and key themes from panel discussions after both meetings directly with the Board.

Managing risks and opportunities

Managing risks and capitalising on opportunities are key components of our strategy. To mitigate risks of skill gaps, we apply targeted hiring methods and training, to help develop our employees so that they are equipped with the necessary skills. We also manage organisational risks through proactive succession planning and development of internal candidates to build target-role readiness, alongside external market strategies, where appropriate. We have implemented measures to mitigate the risk of favouritism and deliver fair hiring practices, with the aim of maintaining a level playing field for all candidates.

We believe our strategy enhances employee satisfaction and retention by providing clear career growth opportunities.

Evolving the candidate experience

We remain committed to a candidate-centric recruitment process, aligned with our Candidate Charter principles of dignity, respect, and equity. Improvements include:

- Streamlined application and selection processes
- Sentiment analysis to capture candidate feedback and drive enhancements
- Best-in-class technology for efficient, fair, and transparent recruitment globally.

We provide constructive, development-oriented feedback to all candidates, particularly internal applicants, to support career progression and reduce attrition risk. Coaching and mentoring further enable successful transitions. To reinforce our 'internals first' strategy, our global Talent Acquisition team ensures consistent implementation across all regions.

Strategic workforce planning

We continue to apply a data-driven approach to optimise operational workforce planning and ensure transformation initiatives stay on track. Our structured process monitors key workforce metrics across major sites such as utilisation, cost, engagement, and safety which are regularly reviewed to confirm effective workforce management that supports safe and planned production.

In addition, we track longer-term strategic indicators, including diversity, demographics, and performance, to safeguard the sustainability of our workforce.

To prepare for future needs, we are developing programmes and tools that enable rapid upskilling and re-skilling, such as our digital literacy development programme. Where appropriate, this capability will be extended to support broader community skills development, reinforcing our commitment to shared value.

Targets and progress

Labour relations

At the end of 2025 approximately 54% (2024: 71%) of our permanent workforce was represented by worker organisations and covered by collective bargaining agreements. The year-on-year difference reflects the demerger of our PGMs business from the Group on 31 May 2025. During 2025, there were no recorded incidents of industrial action at our managed operations.

There were also no reported incidents of under-age or forced labour at our operations during 2025.

Several successful wage agreements were concluded during the year at our businesses and operations, resulting in acceptable salary increases and productivity improvements. Other engagements with unions in South Africa related to consultation on our restructuring process.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Activities in 2025

Coaching at scale

Throughout 2025, we continued to provide personalised one-on-one coaching for senior leaders as well as employees identified as emerging leaders, in collaboration with global coaching partners. Built around clear goal setting, these coaching engagements have enabled participants to strengthen their capabilities and address key development areas. Employees and their line managers are encouraged to co-create goals, monitor progress throughout the coaching journey, and review outcomes upon completion of the programme.

Operational leadership development

We continued to build on the solid foundations of our development approach for our operational leadership pipeline, enhancing our development offer for future operational leaders through providing both an in-depth development centre, and the opportunity to participate collaboratively in a 'day in the life of a general manager' digital simulation – a realistic, risk-free environment for small teams to safely experiment with decision making at the level and complexity of a general manager role. Continued focus on the development of our operational leadership pipeline over the past five years has translated into a significant proportion of operational leadership roles being filled by internal candidates in 2025.

Building a sustainable, diverse early talent pipeline for the future

At Anglo American, we are committed to developing a skilled and diverse workforce ready to meet the evolving needs of the mining industry. In 2025, our focus has been on ensuring a sustainable talent pipeline aligned with our strategic objectives, supporting operational excellence and driving innovation.

Our early-talent programmes

By investing in young talent, particularly from the communities where we operate, we are building the next generation of leaders and reinforcing our commitment to diversity and inclusion. These programmes help us build a sustainable and diverse pipeline of skills essential for innovation and growth, aligned with our strategy of re-imagining mining to improve people's lives. In 2025, we introduced a flagship programme in Peru aimed at accelerating early-career opportunities and building future mining capability. Following this intake, the aim will be to further roll this out in all locations.

We focus on attracting and developing early talent with future-focused skills to support our long-term business goals. A core priority remains nurturing female talent, as we continue working towards achieving gender parity across our workforce.

Refining our graduate experience and focus areas

In 2025, we continued to refine the graduate experience and review the programme on an ongoing basis to ensure it aligns with our new footprint and operational needs. While the volume of global graduate intakes was adjusted this year due to shifting priorities, we remain committed to providing programmes that cultivate leadership and technical expertise for the evolving mining sector.

Our graduate programme continues to focus on leadership development, technical expertise, and the cultivation of future leaders who are equipped to contribute meaningfully to the business. Graduates are given the opportunity to work on projects that challenge them and foster engagement with leadership teams and subject-matter experts. Our Global Graduate Business Improvement Symposium remains a highlight of the programme, providing graduates with an opportunity to collaborate on continuous improvement projects and showcase their learning in a global forum.

Inclusion and Diversity awareness events

In 2025, Anglo American strengthened its Inclusion & Diversity agenda through a series of impactful initiatives. The year featured webinars on gender equality for International Women's Day, Pride Month sessions celebrating LGBTQ+ inclusion, and an Inclusion Masterclass with Harvard scholars on data-driven strategies for fairness. Senior leaders also joined a panel discussion on fostering an inclusive workplace, and we hosted an International Women in Mining networking evening at our London based offices, bringing together 150 mentors and mentees.

Leadership Insight approach

The 4D Leadership Insight is a bespoke tool designed to provide leaders with a clear view of the behaviours they display in relation to our Leadership Framework. 4D offers leaders a holistic perspective – bringing together multiple viewpoints, similar to a 360°-style process, but with a stronger development focus. Rather than acting as a performance evaluation system, 4D helps leaders understand how they operate, where their self-perception aligns or differs from the experience of others, and how their behaviours influence the environment they create. By helping leaders become more self-aware, intentional and aligned to the Leadership Framework, the 4D Leadership Insight supports the creation of inclusive, empowered teams where people feel safe to contribute ideas and confident to perform at their best – driving long-term organisational success.

Recognising our achievements

In 2025, Anglo American proudly continued its longstanding recognition as a leading employer in the mining and resources sector. For the 15th consecutive year, we were awarded the title of Employer of Choice at the South African Graduate Employers Association (SAGEA) awards. This recognition underscores our commitment to building world-class early-talent programmes that consistently attract and develop top-tier graduates.

Employee retention

We aim to create an environment where the right policies and processes are in place to allow our people to achieve a work-life balance and thrive. These include flexible working and family friendly policies, mentoring programmes, and learning and development opportunities – either through formal programmes/courses or curated learning content via our Learn+ platform. We also have a holistic well-being strategy with initiatives that cover four key pillars (healthy body, thriving mind, meaningful connections and financial confidence). 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.

Our employee voluntary turnover rate for the year was 4.2% (2024: 4.3%), within our target of less than 5%. A decrease in external new hires to 11% (2024: 12%) of our permanent employees in 2025 is aligned with our 'internals first' programme, and is consistent with our high internal hiring rate of 72% (2024: 81%).

Connecting to workforce priorities

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.

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.

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 ongoing 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).

Support through organisational change

We have made intentional efforts to support the mental wellness of our colleagues during our organisational transition, particularly in the UK and South Africa. This included holding mental wellness workshops, focused on stress management, building resilience and supporting each other. We also delivered a series of workshops to help our colleagues and managers spot the signs of mental ill health and provided on-site, discreet counselling services for colleagues affected by the organisational change. Additionally, we offered refresher training to our mental health first aiders, who play a critical role in providing frontline support services.

Next steps

In 2026, we will accelerate efforts to strengthen succession pipelines and ensure readiness for critical leadership and technical roles across the organisation. Building on the progress made in 2025, our focus will be on creating structured development plans for identified individuals, supported by targeted learning, mentoring, and mobility opportunities.

We will continue to evolve engaging career-growth offers, ensuring employees have access to clear pathways for advancement and development. This includes expanding internal-mobility programmes to enable talent to move across geographies and functions, fostering diverse experiences and building enterprise-wide capability.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, given the integral importance of our people in delivering our strategy everyday, we felt it imperative that the topics relating to our people were elevated from our critical foundations to be an integral part of our Sustainability Strategy.

Training and upskilling opportunities

As the pace of global change continues to accelerate and shape the transition in the nature of work and the workforce, we remain focused on harnessing the opportunities and overcoming the challenges posed by these changes. In 2025, we continued to focus on embedding learning as a core element of our culture, where people strive to learn and improve daily. By following an integrated approach to our learning organisation and platform, we were able to prioritise learning offerings to help support the critical needs of our business, delivering cost efficiencies and helping to build safe, stable and high-performing operations.

Our strategy and approach

At Anglo American, we believe that every colleague should be properly trained and qualified to do their job safely and effectively.

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.

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.

Governance

In 2025, we introduced a decision-rights framework to accurately determine where learning interventions should be developed; at Group, or at our local businesses, and introduced a communities of practice session to ensure connectivity between Business and Group.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

Managing risks and opportunities

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

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

Targets and progress

Investing in learning and development

In 2025, Anglo American invested \$37 million in targeted, technical and leadership training activities. As part of content-rationalisation efforts, which began in 2024, the focus in 2025 was to utilise and create awareness of the wealth of existing content and resources available via MyLearning.

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.

Activities in 2025

Our activities are tailored to support the needs of the business and are grouped under the pillars of our learning strategy reflected in the graphic on this page.

Integrated learning organisation and platform

In support of business priorities, the implementation of our learning strategy has focused on opportunities for simplification and removal of duplication, supporting the development and application of businesses' critical skills, and measurement of learning impact. This included the production of a dedicated learning dashboard to track the health of the learning discipline, the efficiency of learning production and the impact that the learning was having on the learner. Results have shown a significant improvement in learner Net Promoter Score (NPS).

NPS is the proportion of learning seen by learners as being directly applicable to their job, and the levels of application of learning in the workplace.

Protecting the business

In 2025, four global learning programmes were mandatory for all colleagues. The SHE policy and bullying, harassment and victimisation courses were rolled out in the second quarter of the year and completed by 17,998 (98%) employees. A cybersecurity and data-privacy awareness course was rolled out in the third quarter and was completed by 11,531 (99%) employees, while doing business with integrity training was completed by 10,371 (96%) employees.

Failure by an employee to complete any one of these mandatory compliance trainings will result in a 5% bonus reduction and lowest performance rating, signalling a deep commitment by the learning and development team to policy adherence.

Other risk-based and role-based mandatory training courses, including Operational Risk Management, were completed by 52,094 employees/contractors across 30 sites.

Through 2025, we completed 28 quality-assurance audits across our South Africa mining operations to ensure we retain accreditation with the Mining Qualifications Authority and meet our commitments laid out in our workforce skills plans. We also remain compliant with the Mineral Education Trust Fund and socio-economic transformation requirements. Quarterly reports for the Mining Charter (Skills Development) were submitted on time, maintaining our legal and social licences to operate.

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.

We have refreshed our approach to operational risk management training by using virtual mining, plant and office environments to spot and manage potential hazards. This has improved the effectiveness of our safety training, and reduced the amount of time our people have had to spend in theoretical classroom training by 75%. Additionally, we have rolled out enhanced process safety training in addition to our standard SHE curriculum.

Delivering excellent execution

Across our mining operations, we continue to invest strongly in the development of modern mining skills and competencies through our global technical training centres, where we use advanced simulators to develop and improve the skills of our operations teams. These centres develop critical skills for a variety of trades and artisans, learnerships and apprenticeships, both for Anglo American and the wider industry and supply chain.

In 2025, we focused on further advancing operator effectiveness as part of our efforts to ensure our people are continually coached on our operating standards. Improvement in simulator utilisation was sustained across our South African operations following strong simulator-activation initiatives in 2024. Simulator usage was 130% higher in 2025 compared to the 2023 baseline, and the highest monthly simulator usage was recorded in 2025. We continue to have strong focus on developing training for our world-class Best Practice Principles to support our drive for operational excellence.

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. It develops leadership, safety management and operational excellence skills across our supervisory population by developing awareness and mindset-building skills and supporting application of those skills to drive performance. The roll-out of the six-month programme started in September 2024 at our sites in southern Africa and continued into 2025. To date, we have had 113 participants at our Kumba business alone. Early results are exceeding expectations in terms of the level of engagement of our supervisors, their application of skills, the improvement in leadership, and the high performance and safety culture they create for their teams.

Growing leaders for the future

In 2024, we introduced our Leadership Framework, that sets the expectations of leaders around the conditions they must create to empower our people to deliver their best work. To support the roll-out of the framework and upskill our leaders' capabilities, we have launched a number of Leadership Development initiatives:

- In 2025 we trained 90 people & organisation professionals to deliver CliftonStrengths coaching to over 1,028 employees including all senior leadership.
- We introduced an immersive three-day leadership programme, The Living Leader, to over 182 colleagues and influential leaders, including all of our site general managers, ahead of a wider planned roll-out in the first half of 2026.
- In 2025, we also ran 101 leadership masterclasses across six mainstream topics, such as giving and receiving feedback, to over 656 employees. Furthermore, we have built-out a wider programme to immerse all our leaders and managers in the framework in 2026.

Engaging for excellence in leadership

We are proud that Anglo American has been honoured with the CIPD Award for best private sector learning and development (L&D) initiative for our supervisory effectiveness programme.

Simplifying access to learning

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.

Effectiveness of learning across Anglo American

In 2025, we have continued to invest in transforming the way that learning and training are delivered across Anglo American to ensure that our learning programmes are focused on the skills required, fit for purpose and targeted. We leverage human-centred design to bring learners, managers and leaders into the design of our learning programmes and ensure these are engaging and focused. In addition, we design solutions using our own learning model, which is helping us transform our programmes from knowledge-transfer outcomes to drive skills and application at work. We have certified over 40 of our learning professionals in human-centred design, and they are working with our businesses to focus our learning to support our drive for operational excellence.

Transition-assistance programmes

For colleagues leaving the business owing to redundancy, outplacement support is provided in accordance with local market practice. This support can include internally managed face-to-face and virtual workshops covering topics such as career planning, interview techniques and CV writing. Post-exit, third-party outplacement support is also provided across many of our businesses. Our typical outplacement professional programme covers one-on-one consultations with a dedicated career consultant, CV and LinkedIn profile guidance and career-related workshops. In certain businesses, a skills/training allowance is provided as an alternative to third-party outplacement support, as well as general financial guidance.

Through our enhanced Total Health and Well-being Strategy, we are building upon the initiatives we offer to employees to equip our people with the knowledge and resources to build their desired financial future and make well-informed financial decisions, including financial planning for retirement.

Next steps

In 2026, we will move to leverage the consistent approach that we implemented in 2025. This will entail continuing to focus on our learner-centric initiatives by moving learning activities close to the operations, while at the same time seeking to get the best out of our centralised governance and training-related processes.

Key areas of focus will remain:

- Targeted development of critical current and future capabilities in safety, mining, processing and engineering, to ensure skills readiness
- Continued roll-out of a consistent approach to supervisory capability
- Continued roll-out of the leadership framework to promote leadership capability in support of embedding and sustaining organisational changes and culture.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, given the integral importance of our people in delivering our strategy everyday, we felt it imperative that the topics relating to our people were elevated from our critical foundations to be an integral part of our Sustainability Strategy.

Inclusion and diversity

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.

We continue to build a workplace culture that is fair and supportive of all types of diversity. We also strive to lead on and contribute towards solutions and innovations that tackle inclusion issues within our broader industry by working closely with bodies such as the ICM and Women in Mining. Monique Carter, our chief people & organisation officer, is part of the FTSE Women Leaders Steering Group.

Strategy and approach

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.

» See more on our Inclusion and Diversity policies here:
[Visit www.angloamerican.com/inclusion-and-diversity](http://www.angloamerican.com/inclusion-and-diversity)

Our policies set out minimum standards that our functions and businesses are expected to follow, in addition to any local legal requirements. We also seek to align our efforts in this area with the UN SDGs, which intersect strongly with much of our inclusion and diversity team's work.

Our zero-tolerance approach

We 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.

Our Global Mental Wellness approach

Our Global Mental Wellness approach aims to help our people feel supported and safe to bring their whole selves to work and prosper in both the workplace and community. This work falls within our 'We Care' strategy covering four key dimensions of well-being – healthy body, thriving mind, meaningful connections and financial confidence – recognising that an individual's well-being is also influenced by the ecosystem in which they live and work. We have extended this approach to include a framework and training for managers on acute mental well-being support where colleagues are in crisis.

Governance

Our inclusion and diversity team sits within our broader culture and talent workstream, and helps to set and drive Anglo American's goals and priorities.

Across our businesses and functions, we have inclusion and diversity and well-being specialists who are connected to our people & organisation function. Progress on goals and initiative highlights is shared across the organisation and reported to the Board and chief executive officer on a quarterly basis by the chief people & organisation officer. We review and develop agile reporting mechanisms to allow us to capture progress across the business quickly and in detail.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

Managing risks and opportunities

Incorporating inclusion and diversity considerations into business decisions can positively impact our approach to innovation, employee engagement, community relations, and overall success. And while the nature of our industry means that there is always more work we can do to improve on inclusion and diversity, we believe that by fostering an inclusive environment, we can position ourselves for long-term sustainability and growth.

Diversity performance and employee retention data

» For more on our Board Diversity see page 190 of our [Integrated Annual Report 2025](#)

» See more on our sustainability data here:
www.angloamerican.com/esg-factbook-2025

Targets and progress

By the end of 2025, female representation in our management population reached 36% (2024: 35%), on track to meet our target of 40% by 2030. We have achieved 30% female representation on the ELT (2024: 25%). Female

representation on the ELT plus those reporting to an ELT member, increased to 39% (2024: 34%). We continue to monitor other key performance metrics, such as the percentage of women in the overall workforce, which has remained at 27% in 2025 (2024: 26%).

We report on our gender pay gap in UK operations, in line with legislative requirements. At the end of 2025, our UK average (mean) gender pay gap for Anglo American Services (UK) Ltd was 24% and our median pay gap was 21% (2024: 31% mean and 24% median). This was primarily due to the high representation of men in the most senior management roles in our UK head office – an issue mirrored across our sector, and one that we continue to address.

» See more on our UK Gender Pay Gap Report:
Visit www.angloamerican.com/uk-gender-pay-gap-report

Activities in 2025

Embedding initiatives and approaches

In 2025, we made considerable progress in reinforcing and embedding our inclusion and diversity approaches and policies across the organisation, while developing new ways of working alongside our businesses and functions.

A year of transition for our business has provided us with opportunities to drive our global goals, particularly around representation, more locally and revisit priorities for 2025 and beyond.

Gender data and representation

While our ambition to collect diversity data beyond gender remains a priority, in 2025 we focused on using gender data to create bold future female representation goals that are aligned with or ahead of our competitors'. We are proud of achieving our target of 35% by reaching 36% of women in leadership by 2025 and we are now committed to achieving 40% female representation in leadership by end of 2030.

Tackling domestic abuse and gender-based violence

We continued to highlight support available through our Recognising and Responding to Domestic Violence Policy. We also refreshed our zero-tolerance campaign, linked to the International Day of Elimination of Violence Against Women, to raise awareness of the issue both in our corporate offices and in our operations.

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.

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

are concerned about their behaviour and recognise their need to access help.

Supporting the mental wellness of our people

The thriving-mind dimension of our Total Health and Well-being Strategy, which focuses on mental health and emotional well-being, remained a priority focus in 2025. We delivered a blend of mental-wellness initiatives and training, as well as offering refresher training to our Mental Health First Aiders. Other forms of employee assistance included counselling services, regular mental-well-being seminars and access to a global mindfulness and guided meditation app, as well as offering counselling through medical insurance and employee-assistance programmes. We have also extended our mental-well-being support to include an approach and training for spotting and managing colleagues in crisis.

Providing training and toolkits

We continue to provide bullying, harassment and victimisation and domestic violence awareness training. Our inclusion and diversity learning pathway and intranet pages are available to all connected employees. These include menopause awareness; inclusive leadership (including unconscious bias); inclusive hiring; bullying, harassment and victimisation; domestic violence and abuse; mental well-being support for managers and colleagues; and awareness of potential suicide situations.

Social mobility programmes

Our inclusion and diversity apprenticeship scheme, continues to play an important part in our inclusion and diversity strategy by providing an opportunity to foster young and innovative talent from different social and educational backgrounds.

Following the success of our first cohort of apprentices in the UK head office, we saw similar outcomes with our second cohort, with three apprentices either securing permanent roles or a further apprenticeship within the business since their programme completion in December 2024.

We also run a number of individualised apprenticeship schemes across our global operations – tailored to objectives of each of our sites and the local communities which they support. In the UK, this includes schemes such as the cybersecurity apprenticeship programme run by our Crop Nutrients business. In Australia, we run four-year programmes at each of our Steelmaking Coal sites, where apprentices have the opportunity to work across the operations, including the workshop, coal processing plant and in the field, to develop their skills alongside experienced tradespeople who mentor the apprentices.

Learning from best practice

We consistently take advice and consult with our external expert partners around the latest inclusion and diversity best practice. Our engagements in 2025 included: the Business Disability Forum; Purple Space; Lexxic; Inclusive Companies; ENEL; and Women in Mining. We also have representation on the ICMM and are involved in discussions and developments of industry-wide commitments to tackle issues such as gender-based violence (GBV) and female representation in our sector. During the year, we participated in cross-industry conversations and

conferences on broad cultural workplace issues, including faith; GBV; LGBTQ+ and neurodiversity.

Our colleague networks

We continue to provide financial and external-specialist support to our global and UK-based colleague networks, including employee resource groups.

In 2025, our colleague networks promoted issues and provided safe spaces for colleagues, as well as hosted regular discussions and events on topics such as gender, LGBTQ+, age, disability, families and caring, race, ethnicity, nationality, culture and socio-economic background.

In addition, events and messaging focused on awareness days, such as International Women's Day, Pride, World Mental Health Day, Black History Month, International Men's Day, International Day for Elimination of Violence Against Women, International Day of Persons with Disabilities and World AIDS Day.

Recognition for our achievements

In the UK, Anglo American earned the distinction of being certified as a Top Employer for 2025 by the Top Employers Institute, marking the third consecutive year of this achievement. For the fifth year running, we were also listed as one of The Times Top 50 Employers for Gender Equality in the UK. Similarly in South Africa, we have continued our tradition as a leading employer in the mining and resources sector.

Next steps

In 2025, we will continue to build on our established strategic areas of focus and embed our inclusion and diversity-related policies and initiatives.

We expect our global focus to be on: race and ethnicity; disability inclusion; bullying, harassment and victimisation; GBV; development of inclusion and diversity key performance indicators; gender representation; mental well-being; development of our colleague networks; and continuing inclusive leadership awareness and training.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, given the integral importance of our people in delivering our strategy everyday, we felt it imperative that the topics relating to our people were elevated from our critical foundations to be an integral part of our Sustainability Strategy.

Ethical business

Material Matter: Business ethics, governance and transparency

Material Matter: Bribery and corruption

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

Strategy and approach

Code of Conduct

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

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

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

» For more information on our Code of Conduct

Visit www.angloamerican.com/code-of-conduct

Conducting Business with Integrity Policy

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.

Whistleblowing Policy

Our Whistleblowing Policy sets out our approach to reporting issues and concerns confidentially or, if preferred, anonymously. Anglo American does not tolerate any form of retaliation against anyone raising or helping to address a concern. This policy also outlines the availability and use of our YourVoice confidential reporting service, which empowers employees, contractors, suppliers and other stakeholders to raise concerns anonymously about potentially unethical, unlawful or unsafe conduct or practices that conflict with our Values and Code of Conduct. YourVoice is operated by an independent, multilingual, whistleblowing service provider.

» For more information on YourVoice

Visit www.angloamerican.com/your-voice

Governance

Anglo American's chief executive officer is accountable for the Code of Conduct and for overseeing that its related policies are implemented.

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.

Regular updates are provided to the Compliance Committee on management plans across the businesses, risk management, mitigation actions and wider improvement initiatives.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information see [GRI 2-23 Policy Commitments](#) on page 27.

» For more information on the Audit Committee Report
See pages 208–218 of our [Integrated Annual Report 2025](#).

Managing risks and opportunities

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 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.

We use the CMP risk-assessment process, trend and root-cause analyses, together with external best-practice sources, to identify areas for improvement.

Reinforcing our assurance and risk-management processes

The 'Three Lines Model' of the Chartered Institute of Internal Auditors is used to bolster adherence to our Conducting Business with Integrity policy by obtaining assurance on our control-environment and mitigation programmes, including an annual risk-based internal audit. This model supports that risks are managed at the appropriate levels within the business; it also minimises the likelihood of overlooking areas that require additional risk mitigations.

Benchmarking and supporting anti-corruption initiatives

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. Additionally, our active membership in Transparency International gives us access to valuable insights and global initiatives addressing corruption, further strengthening our commitment to ethical business conduct.

Targets and progress

Using YourVoice

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.

Activities in 2025

Embedding Group policies

During 2025, we continued our in-cycle review of our Group Policies in accordance with our Policy Governance Framework, and progressed the comprehensive review of our suite of Group Policies. This initiative focuses on simplifying and restructuring content to make policies easier to navigate and understand, while maintaining alignment with our Values and ethical principles.

Bribery

We continued our programme on bribery and corruption risk assessments and improved our controls in three main bribery and corruption risk areas: dealing with government officials, making social investments and donations, and working with intermediaries. For each risk area, we introduced stronger safeguards, provided clear guidance, and offered specific training to employees in higher-risk roles. We also enhanced our monitoring programme to ensure these risks are effectively managed and overseen.

Fraud

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.

Engaging and training our people

During the year, we developed and launched a new online training module on Conducting Business with Integrity, integrating key compliance topics. By the end of 2025, 10,371 of our colleagues had completed the training.

We also delivered workshops for high-risk roles and introduced an interactive board game to facilitate discussion on everyday business-integrity scenarios.

In September, we hosted our annual Action for Integrity week, which included a leadership video and a guest speaker event with Transparency International UK, attended by over 200 participants.

We also enhanced our compliance co-ordinator network with regular lunch-and-learn sessions, and distributed staff communications on compliance topics through global channels.

Tax transparency

A key pillar of Anglo American's Tax Strategy is transparency, because we believe public disclosure is essential for building trust with our stakeholders. We have voluntarily provided information about the tax contributions we make for many years and produce three tax transparency reports annually – our flagship Tax and Economic Contribution Report, our country-by-country report and our payments to governments report. Each report offers stakeholders a different level of data granularity, while our Tax and Economic Contribution Report also sets out our approach to tax and other contextual information.

For the fourth consecutive year the transparent reporting of the Anglo American Tax Strategy and Group Values was recognised with a 100% score for the three tax categories of: tax strategy and governance; tax reporting; and effective tax rate within the Dow Jones Sustainability Index 2025

In November 2025, we were also delighted to win the PwC [Building Trust Award for Tax Reporting](#) in the FTSE 350 Multinationals category, where one panellist commented: "Anglo American has raised its game and produced really clear and impressive tax reporting – aligning purpose, sustainability and tax while linking everything to the business model."

Also in November 2025, in Chile, Anglo American was awarded with "Innovation with Impact Recognition" by CORFO (a Chilean governmental organisation focused on the promotion of economic growth) and in December 2025, again in Chile, Anglo American was recognised for obtaining 100% compliance with tax sustainability indicators by the Pontificia Universidad Católica de Valparaíso.

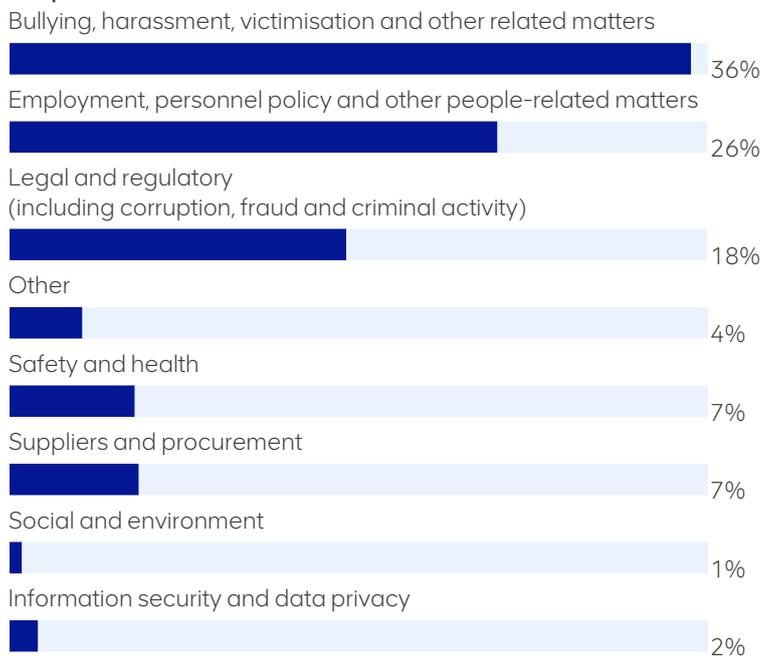
We continue to take part in discussion forums with a wide range of stakeholders and industry bodies that aim to expand the participation in best-practice tax reporting principles.

Next steps

In our ongoing commitment to ethics, compliance and operational excellence, our focus will be on advancing our Compliance Management Programme through a series of targeted initiatives designed to identify and manage risk more effectively, and reinforce awareness and accountability across the organisation.

Breakdown of YourVoice reports received (%)⁽¹⁾

People



⁽¹⁾ Computational discrepancies may occur due to rounding.

GRI 408 Child Labour

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

408-1 Operations and suppliers at significant risk for incidents of labour

GRI reference

408-1.a

Operations and suppliers considered to have significant risk for incidents of:

408-1.a.i

child labour;

408-1.a.ii

young workers exposed to hazardous work.

408-1.b

Operations and suppliers considered to have significant risk for incidents of child labour either in terms of:

408-1.b.i

type of operation (such as manufacturing plant) and supplier;

408-1.b.ii

countries or geographic areas with operations and suppliers considered at risk.

408-1.c

Measures taken by the organisation in the reporting period intended to contribute to the effective abolition of child labour.

No operation is considered to be at significant risk for incidents of forced or compulsory labour. This risk is managed via the Anglo American Responsible Sourcing Standard.

Refer to the Material Matter: [Labour Rights for employees and supply chain](#)

GRI 409 Forced or Compulsory Labour

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour

GRI reference

409-1.a

Operations and suppliers considered to have significant risk for incidents of forced or compulsory labour either in terms of:

409-1.a.i

type of operation (such as manufacturing plant) and supplier;

409-1.a.ii

countries or geographic areas with operations and suppliers considered at risk.

409-1.b

Measures taken by the organisation in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labour

No operation is considered to be at significant risk for incidents of forced or compulsory labour. This risk is managed via the Anglo American Responsible Sourcing Standard.

Refer to the Material Matter: [Labour Rights for employees and supply chain](#)

GRI 410 Security Practices

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

410-1 Security personnel trained in human rights policies or procedures

GRI reference

410-1.a

Percentage of security personnel who have received formal training in the organisation's human rights policies or specific procedures and their application to security.

410-1.b

Whether training requirements also apply to third-party organisations providing security personnel.

Number of employees & contractors trained on Voluntary Principles Security & Human Rights ⁽²⁾: 1,932

(2) Reported values include a varied approach to training delivery across Businesses wherein training may be delivered through Anglo American or our security suppliers using face-to-face, virtual and /or e-learning channels; this is consistent with the basis of preparation in prior years..

GRI 411 Rights of Indigenous Peoples

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

411-1 Incidents of violations involving rights of Indigenous Peoples

GRI reference

411-1.a

Total number of identified incidents of violations involving the rights of Indigenous Peoples during the reporting period.

411-1.b

Status of the incidents and actions taken with reference to the following:

411-1.b.i

Incident reviewed by the organisation;

411-1.b.ii

Remediation plans being implemented;

411-1.b.iii

Remediation plans that have been implemented, with results reviewed through routine internal management review processes;

411-1.b.iv

Incident no longer subject to action.

Requirements for cultural heritage management and collaborating with indigenous people are built into our Social Policy framework.

In 2025, we reported zero significant incidents with social consequences (2024: zero).

» See page 85 for further explanation on how we identify and categorise incidents.

Human rights

Consistent with our Values, we are committed to respecting human rights across every area of our business. We strive to embed human rights as a foundation of the approaches and standards that we apply throughout our business and value chains.

We will take the appropriate action in the event that there are adverse human rights impacts that we have caused, contributed to, or to which we are directly linked through a business relationship.

Strategy and approach

Our Human Rights Policy

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 stakeholders, including governments at all levels, to seek to ensure human rights are understood and respected – for our workforce, the communities around our operations and across our value chain, and are part of the Business Network Commitment on Civic Freedoms and Human Rights Defenders.

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).

» For information on Human Rights Policy

Visit www.angloamerican.com/human-rights

Governance

A human rights update is presented to the ELT and the Board's Sustainability Committee at least annually, with additional topics presented as the need arises. The Board also approves the Modern Slavery Statement.

» For information on modern slavery, see Anglo American's Modern Slavery Statement

Visit www.angloamerican.com/modern-slavery-statement

Human rights working group

The scope of human rights, and understanding and addressing potential impacts to rights holders, necessitates working across disciplines. Our human rights working group (HRWG) comprises subject matter experts working across functions relevant to Group salient human rights issues, alongside representatives from our businesses. The HRWG considers the lessons learned from managing potential human rights impacts from within Anglo American, external examples and trends, to identify and prioritise areas for improvement, and help ensure alignment across functions and businesses so we can continuously strengthen our approach. Priorities identified through the working group, and progress on priority actions, are discussed with the Board's Sustainability Committee.

Managing risks and opportunities

Our approach to management of risks to human rights is reviewed through internal Social Way assessments, and as part of third-party-assurance reviews taking place at specified sites. Through our partnership with Slave Free Alliance, we are reviewing the Responsible Sourcing Standard for Suppliers to understand strengths and weaknesses in our approach to managing supply chain risks.

We are committed to the ongoing work required to continuously improve our approaches to ensure that our policies and practices are fully aligned with these and other external commitments we have made.

Our salient human rights issues

Our most salient human rights issues relate to:

- occupational health and safety of employees and contractors
- environmental management
- labour rights including supply chain
- community impacts
- security and human rights.

Accounts of our approach and performance in relation to health and safety, community impacts, supply chain and labour rights are covered in relevant sections of this report. Human rights risks that are not addressed comprehensively under these topics are included in this section.

Each Anglo American business is strengthening oversight of human rights due diligence and risk management, identifying business-level priorities and actions. For example, in 2025:

- Copper Chile worked on strengthening its governance framework and clarifying cross-functional responsibility for human rights. As part of this, a Human Rights Committee was established, which led a diagnostic process to validate a preliminary approach to Copper Chile's Human Rights Plan; this work will continue into 2026.
- Kumba Iron Ore has mandated that its Social and Ethics Committee will provide oversight for human rights due diligence and risk management, and is establishing a cross-functional human rights working group to ensure alignment on priorities and actions.

Each business is also identifying training needs to support effective governance, risk and impact management related to human rights to build into action plans. Business-level feedback and updates on salient human rights issues will inform the Group-level review of management salient issues planned for 2026.

Human rights due diligence

Due diligence is a key consideration in Anglo American's approach to human rights. It includes the following four components: assessing potential and actual human rights impacts; integrating and acting on the findings from the assessment to prevent, mitigate or remediate the impacts identified; tracking the effectiveness of the actions taken to address impacts; and communicating with potentially impacted people and externally, as appropriate.

As part of the ongoing process to identify and manage key human rights risks, we are integrating due diligence into existing standards that apply to our salient risks and, increasingly, business activities that cut across several risk areas.

The primary Group standards and policies that support due diligence for salient issues – particularly for those matters where there is heightened risk of causing or contributing to adverse human rights impacts – include the Social Way, SHE Way, Responsible Sourcing Standard for Suppliers, Responsible Commodity Sourcing Policy, and the Group Security Policy, as well as several labour-related policies (such as the Inclusion and Diversity and Group Bullying, Harassment and Victimisation policies).

ESG considerations, including human rights, are also incorporated into due diligence for sourcing, origination and business development opportunities.

As part of the divestments under way in our portfolio transformation, we have considered the ESG credentials (health and safety, human rights, social, and environmental) and management experience of prospective buyers. This due diligence has been undertaken alongside the assessment of a potential buyer's financial and technical capabilities as appropriate.

Targets and progress

Incidents and grievances

Incidents and grievances can be reported in various ways, including through YourVoice, operational grievance mechanisms and internal reporting processes. Anglo American is committed to non-retaliation against individuals or groups that raise grievances and also providing confidentiality for those who want it, when using site-level grievance mechanisms or the YourVoice whistleblowing channel.

Since human rights touches on almost every aspect of human life, a number of incidents relate in some way to human rights. Our focus is therefore on incidents with the most severe actual or potential consequences. Such incidents are generally categorised as Level 4–5 safety, health or social consequences.

In 2025, there were two recordable occupational safety losses of life, which constitutes the most severe human rights impact. There were no incidents with Level 4–5 social or community health consequences.

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

» For more information on YourVoice
Visit www.angloamerican.com/your-voice

Modern slavery statements

We aim to be part of an ethical value chain that respects human rights and is free from slavery. We have published several modern slavery statements in compliance with the UK Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018. Our latest statement is a joint statement, made in accordance with the UK MSA and Australian MSA.

Activities in 2025

Engagement with NGOs on human rights

Partnering with organisations working specifically in the field of human rights is crucial to delivering a positive contribution to our stakeholders, as we can incorporate their expertise and perspectives. In 2025, we joined corporate, NGO and government members at the Voluntary Principles Initiative plenary session in London, and the annual UN Forum on Business and Human Rights in Geneva, to hear perspectives and learnings from a range of stakeholders. We also seek broader sector and external perspectives on business and human rights, and the concerns of human rights defenders, through the ICMM Social Performance Working Group, experts such as the Institute for Human Rights and Business, and through the Business Network on Civic Freedoms and Human Rights Defenders.

Responsible resettlement

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.

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. For more information on the Social Way, see Section 2–23 on Policy Commitments.

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.

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.

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.

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

At our Minas-Rio mine in Brazil, we have three active resettlement processes under way. First, we are implementing a voluntary resettlement programme related to our licensing conditions, which we anticipate completing by the end of 2026. Secondly, we are also implementing the resettlement of the Gondó community owing to their proximity to our mining activities. Finally, we are in the advanced stages of planning for the resettlement of three downstream communities of the Minas-Rio tailings storage facility (TSF). The resettlement will help us meet state and federal regulations relating to TSF management, and secure the permits necessary to raise the height of the active tailings dam.

Next steps

Overall, 2026 will see a focus on integrating our approach to human rights across businesses and functions, including clarifying roles and responsibilities. Operations will tailor their approach to implementation, guided by the prioritisation of the rights of host communities, our workforce and overall risk management.

In parallel, we will remain focused on embedding respect for human rights in policies focused on managing salient risks and their implementation, including the Social Way and SHE Way.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, Human Rights is now incorporated into the Ethical Business focus area. This focus area is designed around what drives trust for our business. By operating responsibly through deep respect for human rights, actively engaging our stakeholders with transparency and integrity, and applying the highest sustainability standards validated by third-party certification, we aim to foster trust with our customers, host communities and governments.

Material Matter: Labour rights for employees and supply chain

Refer to the Human Rights section above for our Governance, Strategy and Approach, and Management of Risks and Opportunities.

Suppliers

Anglo American has a large and diverse base of around 13,200 suppliers globally.

Our human rights due-diligence process, which extends across the business, has identified several hotspots in our supply chains of services and goods that have the potential for risks to labour rights:

Services

- Temporary low-skilled labour for sites including site-management services
- Logistics and transport services in high-risk geographies (includes both personnel and ore transport)
- Security providers.

Goods

- Heavy mining equipment
- Process chemicals
- Fuel and lubricating oils
- Explosives
- Motors
- Renewable energy sources, including solar panels and batteries
- PPE and workwear
- Tyre and other rubber products.

Goods and services

- Information and communications technology (ICT) equipment and services
- Construction labour and materials.

To prioritise our areas of focus, we have identified those hotspots where we have the greatest leverage to act directly or influence action – temporary low-skilled labour, construction labour, site-management services, security providers, and shipping. We are reviewing our modern slavery risk management processes for these priority hotspots and identifying areas to strengthen. In 2025, we continued to focus action on strengthening contractor management processes and formalise labour rights risk management processes in shipping.

- » For information on modern slavery, see Anglo American's Modern Slavery Statement
[Visit www.angloamerican.com/modern-slavery-statement](http://www.angloamerican.com/modern-slavery-statement)

Contractor management

Contractors are key to how we mine and develop projects and make up a large part of our workforce. Our contractors are often focused on construction and mining operational work, and – partly because they routinely do this higher-risk work – they are disproportionately over-represented in serious and fatal-injury occurrences. Our Contractor Performance Management (CPM) framework assists us in making sure the work undertaken by our contractors is well planned, aligned with our Operating Model, rigorously risk-assessed and resourced with the right skills. It provides a replicable approach to improve consistency across Anglo American. The CPM was developed with the aim of ensuring that every person in our workforce is equally valued and that our contractors are fully integrated into our systems and processes, so that we can manage our collective performance better. Since we launched the CPM framework in 2023, we have seen a sustained uplift in the amount of time we spend in the field conducting safety-related oversight with contractor crews, especially those executing more hazardous work.

We identified an opportunity to integrate human rights considerations into the CPM to strengthen management of potential human rights risks associated with contractors. This relates both to safeguarding the labour rights of contractors and working with our suppliers on site to address potential impacts on communities posed by the presence of a contracted workforce, in line with our Responsible Sourcing Standard.

In 2025, work on the CPM has continued across Health and Safety, Legal, Social Performance and Supply Chain to clarify Anglo American requirements which are specific to suppliers, and develop tools to support suppliers working on our sites to understand expectations, including those related to managing potential impacts on human rights.

- » For more information on our Contractor Performance Management framework see Material Matter: **Workplace Safety**

Activities in 2025

Training and awareness

We worked with our partner, Slave Free Alliance, to deliver training on modern slavery risks and risk management to supply chain teams across the Group.

Every year, we publish a modern slavery statement in line with UK and Australian Modern Slavery Acts. Our latest statement is available here.

Visit www.angloamerican.com/modern-slavery-statement

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.

Material Matter: Community, indigenous and security human rights

Indigenous Peoples rights

We recognise Indigenous Peoples have profound and distinct connections with their lands, territories and resources, and that these are tied to their physical, spiritual, cultural and economic well-being, consistent with the UN Declaration on the Rights of Indigenous Peoples. We are committed to respecting the rights of Indigenous Peoples and meeting the ICMM Performance Expectations and Indigenous Peoples Position Statement.

Indigenous Peoples are often the most vulnerable and marginalised in society and have unique characteristics and governance processes that differentiate them from other communities. This may make them more vulnerable to impacts from mining and requires a distinct approach to understanding and managing the potential impacts on their individual and collective rights, as well as opportunities for benefits aligned with their development aspirations.

Requirements for engagement, consultation and agreement-making with Indigenous Peoples in line with the principles of Free, Prior and Informed Consent, are built into our Social Way Policy framework.

Strategy and approach

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.

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.

Our Indigenous People performance expectations are included in the Social Way Policy and updated in the Social Way Standard (due for release in 2026), and guidance is provided in dedicated chapters in the Social Way Toolkit, as well as in the SHE Policy and SHE Way.

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.

ICMM: Indigenous Peoples Position Statement

icmm.com/en-gb/our-principles/position-statements/indigenous-peoples

Governance

Accountability for the management of site-level operational activities that have the potential to impact Indigenous Peoples sits with the general manager of that site.

The site team is supported by our Group and business functions who provide guidance on best-practice approaches and continuous learning and improvement.

Where material risks and impacts associated with Indigenous Peoples' rights are present, we have appropriate escalation pathways. The ELT and Board hold accountability for decision making on how to proceed with an activity or project in scenarios where consent is not achieved through an FPIC process for impacts on Indigenous Peoples' rights.

Where we have indigenous communities within the area of influence of our operations, engagement forums are in place to provide mechanisms for accountability between the site and local communities. The forums are designed to be representative of these communities and ensure that the approach, process and protocols are mutually agreed and culturally appropriate. For our operations in Australia and Canada, these indigenous community engagement forums serve as the governance body to facilitate and involve indigenous stakeholders in decision- and agreement-making relevant to interactions with our operations.

Our ELT and the Board's Sustainability Committee are provided an update on Indigenous Peoples matters in line with our external commitments.

Third-party assurance of our management of indigenous rights is a requirement of any sites undertaking IRMA certification.

Managing risks and opportunities

We are guided by internationally recognised standards of good practice regarding Indigenous Peoples through the Social Way.

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.

In addition, all operations are required to include a contractor induction programme and where appropriate, this will include relevant details about Indigenous Peoples.

We follow the same approach in respect of our discovery (exploration) projects and, where applicable, we will agree a framework with the relevant Indigenous Peoples to assist with the exploration work and to identify, assess and manage any adverse impacts, as we do at our mining sites.

Targets and progress

As part of our Social Way optimisation programme, in 2025 we updated our policy commitments on Indigenous Peoples to align with the updated ICMM Position Statement, as well as clarifying minimum mandatory requirements in our Social Way Standard (both due for release externally in 2026).

Grievances and incidents

We define a grievance as a complaint from an external stakeholder relating to the site, its policies, activities, real or perceived impacts, or the behaviour of its employees or contractors. Grievances are an expression of dissatisfaction with the company on the part of stakeholders.

Incidents with social consequences are the unwanted events related to site activities that have an adverse impact on the health and safety, economic welfare, personal and political security, and/or cultural heritage of stakeholders. An incident with social consequences may arise from a site's technical failure, or a failure to anticipate, prevent or mitigate an impact.

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.

Our objective is to avoid incidents, but also to encourage stakeholders to raise their grievances or concerns with us in a free and open manner. Because of this, while we keep a track of the number of grievances received, we do not use this as a performance indicator. An increase in the number of grievances may reflect greater confidence that grievances will be heard and acted upon. As a metric of performance, we prefer to focus on the number of actual incidents with social consequence. We rate the seriousness of incidents according to the consequences experienced by stakeholders, the most significant being Level 5.

As with safety and environment, we aim to have zero material (Level 4 or 5) actual incidents with social consequences, and report against this target. With this focus on more material incidents, we can ensure that the right conversations happen at senior leadership forums to ensure that we avoid repeat occurrences and take corrective action where necessary. In 2025, we reported zero significant incidents with social consequences (2024: zero).

During 2025, we have continued working on the development of a Group-wide integrated dashboard for grievances and incidents to allow for improved analysis and management of grievances and incidents, and to enable sharing of insights and learnings.

Next steps

We continue to improve our Social Way and developed a revised Policy, Social Way Standard and updated practitioner guidance in 2025 (for release in 2026), among other improvements, reflecting updates to the ICMM's position statement on Indigenous Peoples.

Security human rights

The Group Security Policy provides co-ordination, accountability and standardisation of all security matters across Anglo American. It provides direction on how to mitigate security risks to our people and reduce the impacts of our security-related activities on external stakeholders as far as possible, reflecting our core Values of Safety, Care and Respect, Integrity, and Accountability. One of the key principles of the policy is always remaining compliant with the Voluntary Principles.

The Security Management Standard and the Use of Force and Firearms Management Standard mandate the observance of the principles of security and human rights, and set out strict controls on the use of force and firearms at our sites.

Activities in 2025

Training and awareness

As a signatory to the Voluntary Principles on Security and Human Rights, we ensure that employees and contractors who work in security services receive training. In 2025, 1,932 security personnel and employees participated in training. The numbers from the Platinum Group Metals (PGMs) business are excluded from this total as it was demerged in May 2025. In addition, due to restructuring at Kumba, training on Security and Human Rights was focused on security personnel and e-learning not rolled-out to general employees. These factors have resulted in a significant reduction in absolute numbers of employees trained on the Voluntary Principles. Nevertheless, security personnel across all businesses were trained on Security and Human Rights in line with our commitment to the Voluntary Principles and contractual requirements. Our performance in relation to the Voluntary Principles is available in a separate report on the Anglo American website.

» For more information, see Anglo American's Voluntary Principles report
Visit www.angloamerican.com/voluntary-principles-2024

Refer to the Human Rights section above for our Governance, Strategy and Approach, and Management of Risks and Opportunities.

GRI 413 Local communities

413-1 Operations with local community engagement, impact assessments, and development programmes

413-2 Operations with significant actual or potential negative impacts on local communities

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Material Matter: Community consultation

We aim to deliver a lasting, positive contribution to local communities, through the lifecycle of our operations and beyond. This starts with understanding and responding to their needs and priorities. We manage the relationship with local communities through our social performance management system, the Social Way, and aim to drive shared value through our Sustainability Strategy commitments.

We are 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.

Strategy and approach

The mining sector suffers from a 'trust deficit' – whereby stakeholders have a lack of trust or confidence in the industry, driven mainly by concerns related to mining activities, including their environmental impact; social consequences such as the displacement of local communities, disruption of livelihoods and conflict over land rights; human rights concerns; and the legacy of past practices.

Addressing this trust deficit often requires multi-stakeholder effort involving mining companies, governments (at various levels), local communities, NGOs and environmental organisations. Building trust involves open communication, transparent operations, adherence to regulations, a commitment to sustainable and responsible mining practices, and being accountable for responsibilities and actions.

Our approach to managing stakeholder relationships is guided by our Social Way, which states that every Anglo American site should engage with stakeholders on an ongoing basis across all stages of the asset lifecycle, including the post-closure phase, and based on a set of guiding principles that engagement is: dialogue

based, strategic, proactive, inclusive, ongoing and understood internally.

Each site is required to identify processes and mechanisms relevant to their context to achieve accountability. This means being answerable to locally affected stakeholders for our responsibilities and actions through participatory and collaboratively designed engagement processes. 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.

Exploration

During the initial exploration phase, effective community engagement is essential for obtaining local support and understanding community concerns. Active engagement allows us to gain valuable insights into the cultural, environmental and social landscape of the area, address concerns and establish a foundation of trust necessary to successfully develop a project.

Construction

Building upon the groundwork laid during the exploration phase, ongoing dialogue with the local community helps us to navigate challenges, manage expectations and ensure that the construction of a project and subsequent operating mine align with community needs. Meaningful engagement can help mitigate social and environmental risks, address local grievances and create employment opportunities, as well as provide valuable infrastructure improvement.

Operation

Through the operating life of our mines, we continue to aim to adapt to the ever-evolving needs of the local communities. Building on the relationships established at the outset and into the operation phase, we continue to engage local stakeholders to understand and communicate how our business decisions, activities and performance are likely to affect or be of significant interest to communities, and seek to provide the opportunity to co-create effective and lasting solutions to joint challenges.

Responsible mine closure and regeneration

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

Governance

Engaging with local communities

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.

By understanding community concerns and seeking to engage local stakeholders, including local communities and Indigenous groups, in decision-making processes, we aim to identify the best ways to share the benefits of mining with the communities that host our operations.

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.

- » For more information on the Social Way, see page 27.
- » For information about our approach to grievance management, see page 85.

Managing risks and opportunities

Identification of potential impacts and risks is a primary function of stakeholder engagement. Sites can only fully understand their actual or potential impacts, and test effectiveness of avoidance, mitigation and remediation measures, through engagement. In turn, stakeholders can only assess the likely effect of impacts and help define prevention and mitigation measures if they are informed of, and consulted on, site activities and plans. Positive and open dialogue with local stakeholders through collaborative engagement and local accountability mechanisms invariably fosters greater trust, and support for, our operating activities, as well as helping to deliver lasting benefits for communities neighbouring our operations/sites.

The creation of local-accountability strategies that are embedded in site-specific stakeholder engagement plans requires a comprehensive review of the actual and potential risks and impacts on local stakeholders affected by our activities, as well as mitigating actions to minimise those risks and impacts materialising. The principles of informed consultation and participation of stakeholders related to the ways our operation can affect their lives are central to our approach for engagement and accountability.

Targets and progress

As part of our 2018 Sustainable Mining Plan (SMP), Anglo American set a target for all sites to establish open and accountable dialogue with local stakeholders by 2030, with an interim target for all sites to establish high-quality dialogue and programmes through local accountability forums by 2025.

In 2025, all sites had an accountability strategy in place and were participating in accountability mechanisms tailored to their context, and in line with their strategies.

In 2025, we completed a review of our Social Way assurance programme and piloted the revised approach at two of our sites with a team of independent and internal assessors. The updated process is more risk and outcomes focused, and aims to enable teams to prioritise their work to more effectively manage social impacts and risks and drive continuous improvement based on their context. This revised approach will be rolled out across our simplified portfolio from 2026 onwards.

Next steps

In 2026, we will continue our efforts to continuously strengthen our engagement approach and accountability mechanisms, led by each site's accountability strategy and stakeholder engagement plan. In 2025, we piloted a new approach to perception surveys at our Minas-Rio site to help us better understand the biggest drivers of trust from our external stakeholders, and the strength of our relationships with local communities. These surveys will be rolled out across the remainder of the portfolio in 2026 and 2027.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, whilst no longer a target, local accountability is now incorporated into the Ethical Business focus area. This focus area is designed around what drives trust for our business. By operating responsibly through deep respect for human rights, actively engaging our stakeholders with transparency and integrity, and applying the highest sustainability standards validated by third-party certification, we foster trust with our customers, host communities and governments.

GRI 204 Procurement Practices

204-1 Proportion of spending on local suppliers

GRI reference

204-1.a Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally).

204-1.b

The organisation's geographical definition of 'local'.

Total supplier spend with host communities: \$ 2,343 million

Supplier spend with host communities as a % of total supplier spend: 20%

Procurement: localised expenditure (% of total) ⁽¹⁾: 91%

(1) Local procurement is defined as procurement from businesses that are registered and based in the country of operation – also referred to as in-country procurement – and includes local procurement expenditure from the Group's subsidiaries and a proportionate share of the Group's joint operations, based on shareholding

The definition for local procurement was updated in 2020 to reflect all procurement sourced in the country of operation.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

GRI 308 Supplier environmental assessment

308-1 New suppliers that were screened using environmental criteria

308-2 Negative environmental impacts in the supply chain and actions taken

Number of suppliers assessed for environmental impacts: 318

Number of suppliers identified as having significant actual and potential negative environmental impacts : 2

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

GRI 414 Supplier social assessment

414-1 New suppliers that were screened using environmental criteria

Number of suppliers assessed for social impacts: 318

Number of suppliers identified as having significant actual and potential negative social impacts: 2

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Material Matter: Responsible supply chain

Anglo American's supply chain plays a critical role in delivering safe, reliable and sustainable operations. We approach this responsibility through two complementary programmes: Responsible Sourcing and Inclusive Procurement.

Responsible Sourcing focuses on embedding ethical practices and environmental protection, as well as labour and human rights standards, across our global supply base, seeking to ensure that goods and services are delivered to Anglo American without harm to people and the environment.

Inclusive procurement aims to create equitable economic opportunities by supporting host-community suppliers and fostering diversified growth in the communities where we operate. Together, these programmes set us apart by combining operational excellence with a commitment to ethical and inclusive practices.

Responsible sourcing

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.

Strategy and approach

Our Responsible Sourcing Standard sets clear expectations for suppliers on health and safety, environmental stewardship, labour and human rights, and ethical business conduct. Through 2025, work has focused on embedding the updated standard to ensure strengthened requirements on modern slavery, biodiversity protection, and community contribution.

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.

Governance

Responsible sourcing governance is maintained through our ELT and Board Sustainability Committee as well as embedded within our supply chain leadership team management routines, which monitor key indicators, including the number of high-risk suppliers assessed and corrective actions implemented.

Managing risks and opportunities

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.

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.

Targets and progress

In 2025, 318 (2024: 544) suppliers completed self-assessment questionnaires on our digital platform, focusing on risks such as modern slavery, unsafe working conditions, excessive working hours, environmental protection and business integrity. While work on our third-party-audit programme had to be revised owing to the portfolio simplification and implementation of our new enterprise operating model, we were able to conduct 9 (2024: 45) third-party on-site audits against our Responsible Sourcing Standard for Suppliers using ASPCA-certified auditors.

Through our ongoing partnership with Slave Free Alliance, we are bolstering our internal capacity to identify and manage modern slavery risks. Our Group supply chain VPs, heads of supply chain for our simplified portfolio, the head of supply chain for De Beers, and relevant supply chain managers, have participated in Modern Slavery training delivered by Slave Free Alliance.

Next steps

In 2026, we will:

- Develop a new Internal Responsible Sourcing Standard to support our country supply chain teams in implementation of Responsible Sourcing
- Continue with internal capacity development in partnership with Slave Free Alliance to be extended to operational members of the Supply Chain teams
- Continue enhancement of our Self-Assessment Questionnaire (SAQ) platform to support supplier-access and capacity development
- Enhance the third-party-audit programme in line with our new enterprise operating model.

Inclusive procurement

Through our Inclusive Procurement programme, we aim to build a Supply Chain that not only advances socio-economic development by supporting host-community suppliers but also delivers tangible value to our business. By deepening our community-supplier base and fostering diversified local economies, we strengthen supply chain resilience, reduce dependency on single sources and enhance operational continuity. Inclusive procurement enables us to meet our production needs effectively, while contributing to sustainable livelihoods, creating a mutually beneficial relationship between Anglo American and the communities in which we operate.

Strategy and approach

Our Inclusive Procurement strategy provides the framework for advancing economic inclusion across our operations. In 2024, we pivoted our strategy from a focus on spend to a focus on impact, placing the enhancement of local economies and the supporting of livelihoods as our objective rather than just the quantity of money spent. Our focus for 2025 has been to embed our refreshed strategy, maximising impact by focusing on procurement categories with high potential for localisation and improving access for host-community suppliers.

We also work closely with our larger suppliers to extend localisation benefits beyond our direct supply chain. By encouraging these partners to integrate host-community suppliers into their own operations through sub-contracting and procurement, we amplify our impact and create a ripple effect of economic growth.

Governance

Inclusive procurement governance is embedded within our supply chain leadership team, which monitors monthly performance metrics such as spend with host-community suppliers, supplier development participation and progress against localisation targets. Our approach aligns with national and regional frameworks, including Broad-Based Black Economic Empowerment in South Africa and indigenous procurement initiatives in Canada and Australia.

Managing risks and opportunities

The key enablers of our Inclusive Procurement approach include deepening our understanding of host-community economies, engaging proactively with community stakeholders and embedding Inclusive Procurement principles into sourcing and contracting processes.

Targets and progress

We worked with 1,703 (2024: 1,975) host-community suppliers during the year, supporting host-community spend of \$ 2,343 million (2024: \$ 2,314 million).

Next steps

In 2026, our priorities for inclusive procurement will focus on:

- Deepening host-community supplier relationships, supporting existing suppliers to scale and strengthen their capabilities
- Strategic localisation through targeting procurement categories with the greatest potential for socio-economic impact
- Formalising supplier partnership agreements to increase co-ordination of community investments.

Material Matter: Responsible product offering

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 the Mining Association of Canada's Towards Sustainable Mining (MAC TSM), the Responsible Jewellery Council (RJC), the ICMM, and the Copper Mark standards.

Strategy and approach

Our long-standing commitment to responsible mining

Anglo American has been engaging with external responsible mining standards since 2005. This started in De Beers and the work done with the Responsible Jewellery Council (RJC) to demonstrate sustainable and ethical practices through the diamond value chain from mining to retail, leading to the development of a robust standard for that sector. Eventually, we sought solutions to similar challenges across our portfolio. Our preference was to find a mining-sector-wide solution that would prevent mines from having to be audited against new or different standards for each product or customer segment. So, in 2008, we joined other mining companies, customers, trade unions, community groups and NGOs to establish a universally acceptable responsible mining standard.

This led to the development of the IRMA Standard for Responsible Mining. Similar to how the RJC has been recognised as a comprehensive standard for the diamond sector, IRMA is widely regarded as a rigorous standard for mined products.

While Anglo American was a founder member and has taken a leadership position in IRMA, there are more than 50 mining companies that have independently or self-assessed, showing that there is growing support for a rigorous standard that has high levels of stakeholder trust and multi-sector governance.

We have also continued to engage constructively with other schemes in partnership with industry peers and customers. In 2025, we continued to actively participate in the development of the Consolidated Mining Standard Initiative (CMSI). The CMSI is a mining standard that is being developed from four existing standards; namely, the Copper Mark, the Mining Association of Canada's Towards Sustainable Mining (TSM), the World Gold Council's Responsible Gold Mining Principles, and the ICMM's Mining Principles. Our participation included our role as a member of the Industry Advisory Group and through our chief executive's role as chair of the ICMM Standard's committee, which provides recommendations for ICMM Council positions related to the CMSI. As we did with IRMA and the RJC, we fully support the development of robust, credible standards that can be implemented at scale in the industry and support the goal of more sustainable mining. We have contributed by sharing the lessons from our own experience of implementing standards for over a decade.

In recognition of the growing importance of provenance to customers, in 2018, as a part of our Sustainable Mining Plan (SMP), we committed to externally assuring all of our operations against recognised responsible mining standards by 2025. We have successfully met this target, namely through the completion of the RJC, IRMA, Copper Mark and TSM assessments at specified in-scope mining sites. This includes the sites of both the the current and previous portfolio.

Our management systems are designed to ensure we can meet the requirements of these mining standards. For example, our Social Way ensures we engage closely with communities, avoid negative social impact and maximise development opportunities. Additionally, our SHE Way ensures our focus on safety, health and environmental impact is brought to life in all our systems and operations.

Commitment to responsible commodity supply chains

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.

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.

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).

Internally, all our sites are also required to comply, at a minimum, with our Group Technical Standard on Hazardous Materials Management. The standard covers planning and design, systems implementation and management, and performance monitoring related to all aspects of hazardous materials used in mining and processing. It also includes local legal compliance.

Governance

Demonstrating transparency through robust assurance

An enduring challenge for Anglo American – and the global mining industry as a whole – has been to provide stakeholders with a way of accounting for sustainability practices that is transparent, verifiable and comparable. Independent, third-party standards and assessments help to close the gap in demand for ESG assurance in our industry. They also test our industry-leading internal standards for alignment with best practice, steady verifiable improvement, and our own overarching Purpose.

Our work to develop and adopt IRMA as a robust third-party assurance scheme is consistent with our preference for a comprehensive, externally audited assurance protocol with multi-stakeholder backing and governance, which helps to ensure engagement with communities, NGOs, investors, consumers and other key groups.

The IRMA process begins with a self-assessment at site level, followed by desktop and site-based audit by independent certification bodies. There is also an optional 12-month corrective action period to put in place interventions to improve on sustainability requirements before a result is announced publicly. The results range from IRMA Transparency through to the higher performance levels of IRMA 50, IRMA 75 and IRMA 100, with each step-up reflecting improved performance.

An operation receives an achievement level following a third-party audit and public disclosure of the results. To progress beyond IRMA Transparency, sites need to have only minor non-conformance on critical requirements.

The IRMA 50 and 75 achievement levels require conformity with at least 50% or 75%, respectively, of a core set of requirements across four principal areas – Business Integrity, Planning and Managing for Positive Legacies, Social Responsibility, and Environmental Responsibility. While the IRMA 100 certification signifies that a mine meets all requirements set out in the IRMA Standard, this is ultimately a continuous-improvement journey.

Surveillance audits are conducted 18 months after assessment to verify that an operation continues to meet the critical requirements and ensure that there are no material changes at the site. Re-assessment takes place every three years from first assurance. This process ensures regular independent third-party verification and certification against a comprehensive and rigorous set of practices that applies to all mined materials. At the end of 2025, we had 10 mining sites which had successfully completed third-party independent audit against the IRMA standard.

Ensuring diligent product stewardship

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.

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.

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.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

Managing risks and opportunities

Identifying high-risk product supply

Our Marketing business has an integrated risk-based approach that is applicable to all our third-party suppliers. Our 'Know Your Counterparty' procedure assesses actual or potential compliance; financial and legal risks, such as sanctions; ethical business conduct; and politically exposed individuals.

Additionally, when purchasing commodities from a third-party supplier, we request that they complete a self-assessment questionnaire specifically focused on human rights, environmental management, and supply-chain transparency.

This is done prior to onboarding, as well as at the renewal of an existing contract term, or as needed during the lifecycle of the business relationship. Supporting evidence is provided by the supplier, which is assessed along with a review of publicly available information, where available.

Risk assessment

Risk assessment is undertaken by evaluating our suppliers against our internal criteria, which is informed by external guidelines such as the OECD Due Diligence Guidance. Where significant risks are identified, we undertake enhanced due diligence and escalation, which may include suspending the relationship until action is taken by the supplier to address the risks or make active progress towards suitable management actions. Our oversight body, the Marketing Risk Committee, has the mandate to evaluate, monitor, direct and control the management of risk associated with the sales and marketing activities of the Group, including the purchase of third-party commodities for onward sale.

Monitoring

We monitor the evolving space of responsible sourcing by tracking changes in legislation in the countries in which we operate and do business, as well as global and industry trends in sustainability and responsible sourcing.

We also engage with our customers on responsible sourcing topics to understand their expectations, priorities and emerging requirements.

Artisanal scale mining

As part of our De Beers business, Gemfair was established in 2018 in Sierra Leone, to link artisanal miners with the international market by providing assurance of ethical mining standards and harnessing digital technology. Gemfair is now a world-leading, proven and inclusive model for the ethical sourcing of artisanal diamonds worldwide. All miners that sell to Gemfair are assured through our programme, which is aligned with the OECD's DDG for Responsible Supply Chains and incorporates progressive improvement and best-practice approaches on fair labour practices, health and safety, and environmental impact management.

Targets

Achieving our Sustainable Mining Plan target

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), 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.

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.

Activities in 2025

Continuing to validate our progress

In March 2025, Mogalakwena mine (now owned by Valterra Platinum), published its IRMA report and achieved IRMA 50, following the successful implementation of corrective actions in 2024. Kolomela and Sishen mines, the first iron ore mines in Africa to complete IRMA audits and achieve IRMA 75, underwent their IRMA surveillance audits in 2025. Surveillance audits were also completed at Minas-Rio and Barro Alto, the first iron ore and nickel-producing mines globally to complete an IRMA audit. Barro Alto successfully retained its IRMA 75, while the Minas-Rio surveillance audit report and outcome are expected in early 2026.

In our Copper business, Los Bronces, El Soldado, and Chagres completed their Copper Mark re-assessments. Additionally, Los Bronces completed its first IRMA audit and, at Quellaveco, an industry first was achieved with an integrated on-site IRMA and Copper Mark audit. These responsible mining audits reinforce our commitment to responsible mining practices and supply chains. As an extension of the Los Bronces and Quellaveco audits, we also completed the Copper Mark Chain of Custody, verifying the traceability of our copper products to downstream customers. At Steelmaking Coal, Moranbah North and Dawson mines completed their third-party assessments using the TSM standard.

Partnering to provide responsibly sourced product

The results of our IRMA and Copper Mark audits and successful certification of our mines in South Africa and South America are available on Valutrax™, Anglo American's digital traceability solution. Customers who are signed up to Valutrax™ and receiving shipments from our IRMA and Copper Mark certified mines will see it on their labels and have access to material transfer records.

Next steps

In 2026, we will continue our work with various organisations on continuously improving standards for the sector, including our advocacy, in collaboration with other mining companies, customers and NGOs, for the inclusion of standards in upcoming regulations and legislation to strengthen due diligence and assurance. Internally, we are progressing with improvements in the systems that consolidate self-assessments and evidence for multiple standards to streamline assurance efforts. We also continue to refine the tools that allow us to understand audit performance across our sites and contribute to learning opportunities across site in support of continuous improvement.

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, Ethical Value Chains and our mine certification target are now incorporated into our Ethical Business focus area, recognising the fundamental importance of ethical business and ensuring it always remains a priority.

Material Matter: Responsible mine closure and post-mining transition

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

Strategy and approach

A more regenerative approach

Acknowledging that early decisions can have long reaching consequences, we start to plan in the exploration phase with the aim of delivering a sustainable post-mining land use (PMLU) and a positive legacy for our wide range of stakeholders.

This more regenerative 'cradle-to-cradle' approach to mine closure, transition and divestment is governed by our mandatory Group Technical Standard for Mine Closure. Our approach to more regenerative practices embraces principles of circularity, community engagement and empowerment, economic diversification, water management and regional development. Our updated Mine Closure Standard, launched in early 2024, reflects regenerative solutions and aligns with evolving global regulatory processes.

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.

Our Mine Closure Toolbox

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 PMLUs while we are operating.

» For more on how our assets prepare for closure
[Visit www.angloamerican.com/mine-closure-toolbox](http://www.angloamerican.com/mine-closure-toolbox)

Governance

The mine site general manager is accountable for delivery of the mine-closure plan.

Progress against internal rehabilitation targets is included in the CEO's Business Scorecard on a quarterly basis. The Board's Audit Committee receives an annual report on closure planning and associated liabilities, with the Sustainability Committee updated on mine closure and regeneration plans as required.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.
» For more information see [GRI 2-5 External Assurance](#) on page 5.

Managing risks and opportunities

The most critical physical and biophysical risks associated with mine closure relate to long-term groundwater management and mineral residue facilities (tailings).

Water risks are managed through our Water Management Standard.

Our Mineral Residue Facilities and Water Management Structures Standard and Policy address the risks of both tailings and water management facilities, as well as waste-rock dumps. The standard sets out requirements for design, monitoring, inspection and surveillance of our 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.

» For more information on our Water
[Visit www.angloamerican.com/water](http://www.angloamerican.com/water)

» For more information on GISTM See page 8
[Visit www.angloamerican.com/tailings](http://www.angloamerican.com/tailings)

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 plans, based on the learnings from the more regenerative mine-closure plan we developed for our Woodsmith project in 2023.

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.

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.

When we divest an asset, closure liabilities related to the mine-closure plan are typically transferred to the acquiring

company. In most countries, the acquiring company is legally obligated to provide the required financial provisions related to the legally approved mine-closure plan.

Targets and progress

Mine-closure plans

Our mine-closure plans cover the full mining lifecycle, from design stage, through to the decommissioning and post-closure monitoring and maintenance phases.

In 2025, we finalised the integrated mine closure process, using mine-planning software, to allow for full integration of the mine-closure plans within each mine's strategic plan (Life of Asset Plans/Resource Development Plans). This is consistent with the requirements of our Operating Model and our efforts to perform planned work, while actively reducing our liabilities. A key objective is to enable full-impact decision making, timeous permitting, while proactively addressing land and material balance challenges. This integration programme is envisioned to be completed by 2028, focusing on our core assets: Minas-Rio, Los Bronces, Quellaveco and Kumba's iron ore operations. Fully integrated strategic plans, spanning operations, closure, and post-closure, will strengthen our Sustainability Strategy by enabling evaluation of physical, environmental, and socio-economic trade-offs required to deliver self-sustaining PMLUs. They will also highlight opportunities to optimise or reduce our footprint, minimise closure liabilities, and maximise long-term value based on future generational needs. This approach supports footprint reduction and transitions to more productive post-closure land uses, resulting in shorter active post-closure periods. This approach also allows Anglo American to have clear accountability and supporting performance-tracking metrics that are aligned with our mine plans, to bring about an overall improvement in underlying decision making.

Exploring social transition opportunities

To help ensure that responsible mine closure provides suitable socio-economic opportunities for host communities and that divestments are completed responsibly, we 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.

Operational planning

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.

Improved decision making through our data-management system

Building on the 2024 pilot project to develop and test a PMLU ecosystem value model, in 2025 the training package was finalised to ensure consistent delivery across operations. The PMLU ecosystem model is now available for implementation. To further improve closure planning, as each asset completes its next five-year mine-closure plan update, the new modelling approach can be used in conjunction with the Land Value Model to embrace full-impact decision making and deliver more regenerative solutions.

The ongoing development of a responsible mine-closure module in our internal data collection platform enables integrated and data-driven decision making. In 2025, we continued to capture additional historical mine-closure data into the database. These tools allow us to show trends and identify focus areas, helping us to be more proactive in managing our closure liabilities and maximising opportunities.

Next steps

In 2026, we will continue to support the integration of mine closure into LoAPs via the integrated mine planning process flow, as per the multi-year action plans as developed and agreed in 2025, while continuing the roll-out and providing training on the use of the PMLU ecosystem model tool to improve overall confidence in PMLU planning.

Global Voice

Advocacy on environmental, social, fiscal and governance issues

- Business ethics, governance and transparency
 - Bribery and corruption
- Other governance and business-related disclosures
- Cybersecurity and data privacy

GRI 205 Anti-corruption

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

205-1 Operations assessed for risks related to corruption

GRI reference

205-1.a

Total number and percentage of operations assessed for risks related to corruption.

This information is not available.

205-1.b

Significant risks related to corruption identified through the risk assessment.

Significant corruption risks identified include: bribery risk associated with intermediaries, interacting with government officials, and social investments and donations; fraud risk associated with the procurement process; and sanctions risk when conducting business with customers and suppliers.

205-2 Communication and training about anti-corruption policies and procedures

GRI reference

205-2.a

Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to, broken down by region.

In 2025, 10,450 (99%) of the Group's employees of supervisory level and above completed an online anti-bribery and corruption training module. The training covered reference to the relevant anti-corruption policies and procedures.

205-2.b

Total number and percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.

In 2025, 10,450 (99%) of the Group's employees of supervisory level and above completed an online anti-bribery and corruption training module. The training covered reference to the relevant anti-corruption policies and procedures.

205-2.c

Total number and percentage of business partners that the organisation's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organisation's anti-corruption policies and procedures have been communicated to any other persons or organisations.

The Group's Conducting Business with Integrity Policy, that covers a range of topics including anti-bribery and corruption, fraud, competition compliance, anti-tax evasion, data privacy, anti-money laundering and sanctions, is available to all third parties via the Group's website. Specific reference to the policy is also contained within contract clauses as part of the supplier onboarding process. Our Code of Conduct, also available via the Group's website, makes it clear that we expect our contractors, suppliers, agents and industry associations we belong to, along with their employees, to work and act in a way that is consistent with our Code of Conduct.

205-2.d

Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.

In 2025, 10,450 (99%) of the Group's employees of supervisory level and above completed an online anti-bribery and corruption training module. The training covered reference to the relevant anti-corruption policies and procedures.

205-2.e

Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region'.

In 2025, 10,450 (99%) of the Group's employees of supervisory level and above completed an online anti-bribery and corruption training module. The training covered reference to the relevant anti-corruption policies and procedures.

205-3 Confirmed incidents of corruption and action taken

GRI reference

205-3.a

Total number and nature of confirmed incidents of corruption.

There were 109 substantiated cases relating to corruption, fraud, conflicts of interest and theft.

205-3.b

Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.

There were 53 sanctions (terminations).

205-3.c

Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.

There were 7 confirmed incidents.

205-3.d

Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.

None

GRI 415 Public Policy

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

415-1 Political contributions

GRI reference

415-1.a

Total monetary value of financial and in-kind political contributions made directly and indirectly by the organisation by country and recipient/beneficiary.

Anglo American's Conducting Business with Integrity Policy prohibits the making of donations for political purposes to any politician, political party or related organisation, an official of a political party or candidate for political office in any circumstances, either directly or through third parties.

415-1.b

If applicable, how the monetary value of in-kind contributions was estimated.

Not applicable.

Material Matter: Advocacy on environmental, social, fiscal and governance issues

Strategy and approach

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
Visit www.angloamerican.com/code-of-conduct

Tax advocacy

Everything Anglo American does in relation to tax is guided by our Board-approved [Tax Strategy](#) which applies to all taxes and to all managed businesses, operations and physical locations, in all jurisdictions in our Group.

Our published Tax Strategy was originally written in 2017 but it has been reviewed annually ever since and updated where relevant to ensure it remains grounded in progressive and sustainable thinking in respect of the management of tax and reflects the Group's Purpose of re-imagining mining to improve people's lives.

Our tax advocacy positions are based on the Group's strategy, our Tax Strategy, our Values and our commitment

to responsible tax practices as set out by the external groups that we have endorsed – notably The B Team and the EBTF. All our positions are based on clearly defined, immutable principles with foundations in our Sustainability Strategy and are consistent globally across issues and geographies.

» For more information on the tax design principles we advocate for, our external stakeholder engagement, and how these contribute to delivery of our Sustainability Strategy:

See our Tax and Economic Contribution Report 2025

Political donations

In accordance with our Code of Conduct, we do not make political donations or donations that could be perceived as such, either directly or through third parties.

Partnering against corruption

We are signatories to the World Economic Forum's Partnering Against Corruption Initiative, joining global businesses in a commitment to zero tolerance of corruption in any form. We are also a supporting company of the Extractive Industries Transparency Initiative (EITI), which currently has 55 member countries committed to declaring minerals development data in line with the latest EITI standard through a multi-stakeholder group process. In 2025, Chile joined the EITI – for which Anglo American had advocated. We currently sit as an industry constituency member in the Multi-stakeholder Group (MSG) in Chile and the regional EITI of Moquegua in Peru.

Governance

We engage with governments around the world, both in the countries where we operate and in other jurisdictions of strategic relevance to our business and industry, to share perspectives on our industry and to engage in policy related discussions. The parameters for our engagement with governments are covered by our Code of Conduct. Our government and international relations team sets standards and provides guidance and oversight for government relations activity for the Group as a whole, leading engagement across a number of major relevant jurisdictions. Additionally, the team works alongside the country teams in the jurisdictions where we operate to formulate effective annual government relations plans. Risks and opportunities associated with government engagement and geopolitical developments are reviewed and discussed by the Board, supported by regular updates prepared by the government and international relations team. To ensure any indirect advocacy undertaken by Anglo American's industry associations which does not align with our policies or practices is identified, Anglo American publishes a biennial industry associations review supported by independent analysis, alongside making an annual disclosure of our membership of industry associations.

Targets and progress

In 2018, as part of the Trusted Corporate Leader pillar of our Sustainable Mining Plan, we set a number of targets related to policy advocacy, with the vision to take a lead on issues that affect our business in a way that is collaborative and aimed at society's wider goals. This inspired a number of actions, including hosting annual accountability forums in countries in which we operate, including South Africa and Chile.

Activities in 2025

Advocating for effective policy

To ensure that we live our Values, our policy advocacy focuses on subjects that are broadly in line with our Sustainability Strategy. This includes the commitment to maintain ethical value chains, which encompasses our decarbonisation ambitions.

UN Sustainable Development Goals

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.

Accountability Forums

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.

Combating climate change

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.

Engaging in dialogue about critical raw materials

We continued to engage in discussions about the role of responsible mining for critical minerals, as part of a global discussion about critical and strategic minerals. The mining industry is essential for delivering these raw materials, and this entails a deep level of responsibility for mining companies. We played a constructive role in supporting various governments in the development of their critical minerals policies. This included formally participating in stakeholder consultations as part of the development process for the Chilean and the UK critical-minerals strategies.

We believe participation in recognised, independent assurance programmes such as IRMA promotes transparency and best practices, and sends an important message to our stakeholders about our commitment to openness on these issues. It helps us build relationships with customers who are placing ever greater importance on assurance and traceability of minerals and metals. Yet, perception surveys still show that there is a gap between a wider acknowledgement for the need of critical minerals

and public acceptance of the related necessary mining activities.

Therefore, we believe that convening and participating in forums that bring together industry, governments and civil society allows us to contribute positively to the global dialogue and raise awareness for responsible mining.

Living our Tax Strategy – external stakeholder engagement

Our external memberships demonstrate our commitment to building trust as a corporate leader. They reflect our willingness to engage and be an active member of business and industry associations, to learn from others on relevant technical, political and social developments and to pass on the benefits of our experiences across a broad range of formal and informal consultations on domestic and multilateral issues of relevance to the Group and to broader society.

In 2025, we participated directly and indirectly in a number of consultations. We typically participate via business or industry bodies but we will respond directly to consultations individually or, occasionally with peers, where we believe we can offer a unique and valuable perspective. We also participated in a number of knowledge sharing sessions with tax authorities in the jurisdictions where we operate.

Members of our global tax team also engage in a range of external public speaking engagements. When we speak publicly, or write articles in external publications, our objectives are always to deliver constructive input that leads to long-term sustainable value for all our stakeholders, as well as trying to broaden the understanding of tax issues beyond policymakers and large businesses.

For an overview of the tax consultations we took part in during 2025, together with our speaking engagements and our support for other external tax projects, please refer to our Tax and Economic Contribution Report 2025.

Engaging with civil society

Throughout the year, we continued to actively engage with civil society to build trust, gain a better understanding of external perspectives and have a positive impact on people in the communities where we operate. These engagements take place at various levels.

Engagements include one-on-one conversations, including with the chief executive officer and members of the ELT; various multi-stakeholder initiatives and partnerships; addresses at civil society gatherings; and open and ongoing dialogue on tax transparency, the future of resource taxation and responsible mining practices.

For example, as a member of the EITI, we encouraged broader global participation and sought to build confidence with stakeholders through the engagement process. In southern Africa, we have been continuing to engage with the Alternative Mining Indaba, the ICMM and the Minerals Council South Africa to facilitate regular and sustained dialogue between the mining sector and civil society. We also participate in the global Mining and Faith Reflections Initiative and the South African multi-faith 'courageous conversations' initiative, where various social

partners work together to address critical stakeholder concerns, including the just transition and enhancing trust in community engagement.

We also have a long-standing relationship with the Institute for Human Rights and Business (IHRB), with which we regularly consult on our approach to human rights, our policies, and more recently to understand potential impacts to human rights in the world's transition to a low-carbon economy, to better understand our role in just transition. We have sought to push beyond compliance to a more proactive advocacy role through a global business integrity programme with Transparency International. Other examples of our engagement with civil society organisations include partnering with Transparency International on a toolkit for Open Business, supporting Corruption Watch in South Africa on its sustainable mining programme, engaging with the Organisation for Economic Co-operation and Development (OECD) in its Trust in Business Programme, and our ongoing strategic partnership with Fauna & Flora International.

Industry associations

Being a member of industry associations is a way of ensuring that our voice is heard, while staying informed about relevant developments. In addition, through membership of national industry associations, our local businesses can, where appropriate, engage directly in relevant policy discussions as part of a collective dialogue with government.

Understanding the importance of transparency and independence, each year we provide best-practice disclosure of all of our industry association memberships on our website. We list and provide a rationale for all memberships, denote where we have a leadership position, and disclose our annual financial contributions. We provide options for stakeholders to contact us directly or through YourVoice about any concerns related to our industry association memberships. In 2025, we received no such concerns.

We also follow a biennial process to review any differences between our policy positions and those of organisations of which we are a member in the areas of climate change and human rights. Where we identify potential material misalignment, we first engage directly with the organisation. Should the material misalignment continue, we reserve the right to take further action, which might include stepping away from our membership of the relevant organisation.

The fourth, and most recent, review was published in 2025.

» For more on our industry association memberships,
Visit www.angloamerican.com/political-transparency

Next steps

As we transition into the implementation of our updated Sustainability Strategy set out in February 2026, we recognise that using our global voice to champion responsible mining cuts across everything we do. We therefore do not have a discrete target associated with advocacy, but will continue to use our relationships to inspire and drive progress, ensuring we are part of the conversations about the issues that matter most to our stakeholders.

We will continue to engage on issues of public policy in a transparent and collaborative way in 2026 to ensure we live our Values. We will promote public policy priorities such as action on responsible mining of critical minerals, climate change, human rights and good governance.

Furthermore, we will continue to engage on the critical raw materials framework as it evolves and expands as a platform to advocate for sustainable mining, including ensuring a just transition. And we will continue to work with Transparency International's business integrity initiative, which we are supporting through the Anglo American Foundation.

Transition to updated Sustainability Strategy

Our Global Voice focus area within our updated Sustainability Strategy continues to formalise our commitment to help define what responsible mining looks like and how we help set standards for our industry. This includes building relationships to inspire and drive progress, bringing stakeholders together to share knowledge and practices, and connecting everything we do – as a global community of businesses – to what our stakeholders value most. It means ensuring we are part of the conversations about issues that matter to our stakeholders, so our expert perspectives are included.

Other material governance and business-related matters

Material Matter: Cybersecurity and data privacy

Integrating cybersecurity and data-privacy measures is vital for protecting our assets and ensuring operational continuity. By complying and going beyond regulation, we also build trust with all our stakeholders.

Our policies

Our policy suite includes the acceptable use of IT, information security and data-privacy policies. These policies are supported by appropriate standards, procedures and guidelines.

The cybersecurity policies and standards are informed by the US National Institute of Standards and Technology (NIST) framework, which outlines best practice to manage cybersecurity risk.

Anglo American's adoption of the NIST framework provides transparency on our approach to cybersecurity and data-privacy governance. This approach has been strengthened by the attestation and certification against ISO 27001 (including 27002 and 31000) for our global cyber operations team.

Anglo American colleagues are trained on their roles and responsibility outlined within the Policies above in the annual mandatory training.

» For more information on Code of Conduct

Visit www.angloamerican.com/code-of-conduct

Governance

The Board's Audit Committee has oversight of cybersecurity matters. It receives an annual briefing on cybersecurity and data protection from the finance director, who is responsible for overseeing cybersecurity.

The Global Information Management Committee (GIMC) is the primary governance committee for cybersecurity. It meets quarterly to review, inter alia, cyber risk, budgets and decision making on security initiatives and proposals.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information on the Audit Committee

See pages 208-218 of our [Integrated Annual Report 2025](#).

Managing risks and opportunities

Like all companies, Anglo American faces the risk of loss or harm to our technical infrastructure and data, due to malicious or unintentional threat actors. The potential impact could be theft or loss of intellectual property, financial losses, increased costs, reputational damage, operational disruption and compromised safety controls.

We have a global cyber operations team, assisted by relevant technologies and specialist third-party support, to manage cybersecurity controls on a 24/7 basis. Our cyber risk management function aligns to ISO 31000 in the treatment of the full lifecycle of cyber risks.

We undertake security reviews of all new solutions at the project-delivery stage, including vendor risk and data-privacy impact assessments.

Processes and infrastructure

Anglo American operates an Information Security Management System (ISMS). This provides a business-risk-based framework in which we run, monitor, and develop the security controls we use to protect our and our customers' and partners' information assets.

The framework covers people, processes and technology controls. It is supported by commitment from senior management to ensure security awareness within the organisation and compliance with both internal and external security requirements.

Our processes include:

- Risk-assessing the ISMS on a regular basis and mitigating any identified risks or issues to ensure it continues to fulfil its role
- Review of the ISMS by internal and external auditors to assess its effectiveness, performance and management
- Creating, approving, planning and implementing global and local policies, which are reviewed regularly, to maintain alignment to systems policies, procedures and standards
- Ensuring colleagues receive appropriate training in security behaviours
- The prompt reporting, investigation and mitigation of issues.

Integration into enterprise risk management

The findings from cyber risk assessments are recorded and managed via the Group's cyber risk register. This risk register is used to inform the organisation about the extent and range of its cyber threats, vulnerabilities and risks, as well as to inform key information management decisions taken across the company.

Targets and progress

Security metrics are monitored and reported by the information security team to business leaders at several forums, including the GIMC.

Activities in 2025

The cyber operations team attained ISO 27001 certification and accreditation. The robust measures involved in attaining this certification validate that the activities of the ISMS that sit at the core of our operations remain robust and satisfy client requirements.

Engaging and training our people

All permanent employees receive new-entrant training shortly after joining the company, which includes either an information security and privacy session delivered by an instructor, or computer-based training.

All employees are required to complete annual mandatory computer-based training on information security, data privacy and our associated policies.

Regular phishing simulations are delivered to all employees with an Anglo American email account, assisting colleagues to recognise and report phishing attacks.

Additional risk-based training is delivered as required. This includes instructor-led training and workshops for employees in high-risk roles and employees who have exhibited high-risk behaviours, such as repeated clicking on phishing links.

In addition to having access to the Group's information-security and data-protection teams, colleagues can also raise concerns about cybersecurity or data protection through YourVoice, our confidential, anonymous reporting channel.

» For more information on YourVoice

Visit www.angloamerican.com/your-voice

Managing policy infringements

Potential acceptable user policy infringements are recorded and investigated. We adopt a view that engagement and information are usually more effective than punitive actions. However, depending on severity, sanctions, up to and including disciplinary action, termination of employment and reporting to law enforcement, are used.

Failure to complete the mandatory training programme by an employee now reduces their annual bonus and performance rating.

Cybersecurity apprenticeships

Anglo American's third cohort of cybersecurity apprentices recently graduated from a two-year apprenticeship. All these apprentices have completed the Level 4 Apprenticeship Programme, with distinction. All have secured employment in cyber security roles within Anglo American. We also onboarded our fourth cohort to the UK-based scheme while also expanding the programme to South America with the initiation of an internship programme in Brazil. The scheme was inspected in 2024 and rated 'Outstanding' in all areas, by Ofsted, the UK Government's education regulator.

Mining industry collaboration

Anglo American is a founder-member of the UK Government-sponsored Energy and Manufacturing Cyber Forum and continues to participate actively in regular meetings. This forum provides insight to the mining industry as to the cyber threat picture within which it operates, and enables the sharing of intelligence with regard to threats and risks to safety, operations and systems.

In addition, Anglo American has led the The Mining Cybersecurity Corporation (CCMIN) in Chile. Created in 2024 as a non-profit organisation, CCMIN promotes cybersecurity across Chile's mining industry through the sharing of threat intelligence, identification of best practices and the co-ordinated management of cybersecurity incidents.

Next steps

In light of the continued threat of phishing and social engineering attacks, we continue to focus on colleague training and awareness to mature our organisation-wide cybersecurity culture. Recognising the pervasive nature of cyber attacks, we continue to invest in projects that drive cyber resilience to enable recovery from cyber incidents.

We have also expanded our ability to protect against identity-based attacks and the associated use of compromised identities within our environment. In addition, the continued use of automation and orchestration enables the streamlining of threat-response workflows.

Healthy Environment

Climate

GRI 305 Greenhouse Gas Emissions

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

To align to both the GHG Protocol and our sustainability basis of preparation the below data points reflect the position both including and excluding the demerged PGM (demerged 31 May 2025).

305-1 Direct (Scope 1) GHG Emissions

GRI reference

305-1.a Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent:

Total Scope 1 emissions (excluding demerged business) (Mt CO₂e) 5.6

Total Scope 1 emissions (including demerged business) (Mt CO₂e) 5.8

305-1.b

Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all:

For our reporting purposes, GHG emissions are the combined anthropogenic emissions of carbon dioxide (CO₂), hydrofluorocarbons (HFCs), methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆). They are measured in carbon dioxide equivalent (CO₂e). Our GHG emissions reporting is aligned with the Greenhouse Gas (GHG) Protocol methodology.

305-1.c

Biogenic CO₂ emissions in metric tons of CO₂ equivalent.

305-1.d

Base year for the calculation, if applicable, including:

305-1.d.i

the rationale for choosing it;

305-1.d.ii

emissions in the base year;

305-1.d.iii

the context for any significant changes in emissions that triggered recalculations of base year emissions.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-1.e Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-1.f Consolidation approach for emissions; whether equity share, financial control, or operational control.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-1.g Standards, methodologies, assumptions, and/or calculation tools used.

Refer to the [Anglo American Scope 1, 2 & 3 methodology](#) on our website

305-2 Energy indirect (Scope 2) GHG emissions

GRI reference

305-2.a

Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent.

305-2.b

If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent.

Total Scope 2 emissions (excluding demerged business) (Mt CO₂e) 0.7

Total Scope 2 emissions (including demerged business) (Mt CO₂e) 2.1

Scope 2 emissions are a combination of location and market based emissions, dependent on the business context.

305-2.c

If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.

For our reporting purposes, GHG emissions are the combined anthropogenic emissions of carbon dioxide (CO₂), hydrofluorocarbons (HFCs), methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆). They are measured in carbon dioxide equivalent (CO₂e). Our GHG emissions reporting is aligned with the Greenhouse Gas (GHG) Protocol methodology.

305-2.d

Base year for the calculation, if applicable, including:

305-2.d.i

the rationale for choosing it;

305-2.d.ii

emissions in the base year;

305-2.d.iii

the context for any significant changes in emissions that triggered recalculations of base year emissions.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-2.e

Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-2.f

Consolidation approach for emissions; whether equity share, financial control, or operational control.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-2.g

Standards, methodologies, assumptions, and/or calculation tools used.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-3 Other indirect (Scope 3) GHG emissions

GRI reference

305-3.a

Gross other indirect (Scope 3) GHG emissions in metric tons of CO₂ equivalent.

Total Scope 3 emissions Mt CO₂e 136.6

The information on Scope 3 includes the PGMs business. The decision to include data from divested businesses reflects the immateriality of the emissions (<2% of total) related to the Group's overall Scope 3 emissions.

305-3.b

If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.

305-3.c

Biogenic CO₂ emissions in metric tons of CO₂ equivalent.

305-3.d

Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.

Scope 3 emissions	Unit of Measure	2025
Cat 1. Purchased goods and services	Mt CO ₂ e	4.3
Cat 2. Capital goods	Mt CO ₂ e	1.2
Cat 3. Fuel and- energy- related activities (not included in Scope 1 or 2)	Mt CO ₂ e	1.6
Cat 4. Upstream transportation and distribution	Mt CO ₂ e	0.8
Cat 5. Waste generated in operations	Mt CO ₂ e	0.02
Cat 6. Business travel	Mt CO ₂ e	0.1
Cat 7. Employee commuting	Mt CO ₂ e	0.01
Cat 8. Upstream leased assets	Mt CO ₂ e	
Cat 9. Downstream transportation and distribution	Mt CO ₂ e	1.8
Cat 10. Processing of sold products	Mt CO ₂ e	78.7
Iron Ore	Mt CO ₂ e	74.4
Cat 11. Use of sold products	Mt CO ₂ e	45.7
Steelmaking Coal	Mt CO ₂ e	45.7
Thermal Coal	Mt CO ₂ e	
Cat 12. End-of-life treatment of sold products	Mt CO ₂ e	0.4
Cat 13. Downstream leased assets	Mt CO ₂ e	
Cat 14. Franchises	Mt CO ₂ e	0.0
Cat 15. Investments	Mt CO ₂ e	1.9

305-3.e

Base year for the calculation, if applicable, including:

305-3.e.i

the rationale for choosing it;

305-3.e.ii

emissions in the base year;

305-3.e.iii

the context for any significant changes in emissions that triggered recalculations of base year emissions.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-3.f

Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-3.g

Standards, methodologies, assumptions, and/or calculation tools used.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-4 GHG emissions intensity

GRI reference

305-4.a

GHG emissions intensity ratio for the organisation.

GHG Intensity Total Scope 1 and Scope 2 CO₂e per tonne Copper equivalent (excluding demerged business)
t CO₂e / tCu eq 4.24

GHG Intensity Total Scope 1 and Scope 2 CO₂e per tonne Copper equivalent (including demerged business)
t CO₂e / tCu eq 4.96

305-4.b

Organisation-specific metric (the denominator) chosen to calculate the ratio.

305-4.c

Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).

305-4.d

Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.

Refer to the [Anglo American Scope 1, 2 & 3 methodology 2025](#) on our website

305-5 Reduction of GHG emissions

GRI reference

305-5.a

GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO₂ equivalent.

305-5.b

Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.

305-5.c

Base year or baseline, including the rationale for choosing it.

305-5.d

Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).

305-5.e

Standards, methodologies, assumptions, and/or calculation tools used.

Refer to the detail disclosed in the Material Matter: Climate change below, our Integrated Annual Report, and our Sustainability Strategy.

Material Matter: Climate change

Climate change is a defining challenge of our time. Our commitment to being part of the solution includes responsibly producing the metals and minerals required for a low-carbon world; reducing our greenhouse gas emissions and supporting our value chain to do the same; enhancing the resilience of our operations and the regions surrounding them to the changing climate; and embedding climate-related considerations into our decision making.

Strategy and approach

At a strategic level, we assess the alignment and resilience of our portfolio against a range of long-term trends. We explore how the world might develop under a range of climate change pathways, and consider the potential evolution of the commodity markets in which we participate and the associated impact on our business. This allows us to look for the opportunities in the transition to lower-carbon economies, especially in respect of demand for our products, while anticipating and managing any risks.

Our strategy is informed by the climate-related risks and opportunities we identify, and we stress-test this through robust analysis and regular engagement with our stakeholders. This, in turn, guides decisions around how we allocate capital and which growth opportunities we choose to pursue.

Bringing these elements together, alongside our TCFD-aligned annual climate-related disclosures, we are publishing our first Transition Plan. Informed by the guidelines developed by the UK's Transition Plan Taskforce, the three-year plan demonstrates how the delivery of our business strategy is aligned with and supports the transition to a lower-carbon future.

This integrated approach is aligned with our commitment to delivering outcomes that are both profitable and sustainable – unlocking value-accretive and responsible production growth in future-enabling metals and minerals.

Capital allocation to support climate action

Our commitment to carbon neutrality is embedded in our strategy, and integrated into planning and decision-making processes, including how we allocate capital. We previously validated our 2040 target against a 1.5°C trajectory, with third-party verification from the Carbon Trust in 2022. As such, we view any capital deployed to support carbon neutrality by 2040 to be aligned with a contribution to achieving the goals of the Paris Agreement.

We aim to ensure that the work we do to decarbonise our operations is, at a minimum, value neutral. In many cases, we have demonstrated that action to deliver carbon neutrality creates positive financial returns, in addition to reducing our emissions and often delivering additional positive outcomes for our stakeholders.

Working to ensure the continued resilience of our portfolio to the impacts of a changing climate is also a key priority in our allocation of capital. Investments in maintaining this resilience are driven by our ongoing physical climate change risk and resilience processes. It is often the case that the focus of this work is on projects related to the management of water or reduction of the use of fresh water in water-stressed areas.

Carbon pricing

In our operational and project appraisals, we assess how evolving carbon pricing and taxation regimes may influence future economic outcomes, both for commodity markets more broadly, and specifically for each operation in terms of its costs. The carbon price projections we apply are informed by current market values, forward curves, leading external sources, and ongoing monitoring of policy frameworks and ambitions. These prices are differentiated by geography and time horizon to reflect our best estimate of levels likely to prevail in each jurisdiction over time.

We forecast carbon prices to range between \$0 and \$120 per tonne (2025 real basis) across regions by 2030 and incorporate these, as appropriate, into our cost assessments. This approach ensures that project returns are evaluated realistically, alongside consideration of each project's contribution to carbon abatement and portfolio resilience to the effects of climate change.

Accounting judgements and estimates

The effects of climate change have the potential to impact several judgements and estimates made when preparing the Group's financial statements. These potential impacts can arise from physical risks such as extreme weather events and transition risks as demand shifts between products. There are also potential impacts from the Group's climate-related targets, as these are considered and reflected in the operational decisions and company cost structures.

In considering the potential impact of climate-related risks on our financial statements, the only estimation materially impacted by climate change is the measurement of carrying value. This is most relevant when testing our cash generating units for impairment for certain operations that are exposed to physical climate change risk. Significant impacts generally relate to managing either an excess or scarcity of water resources and the resulting impact on production levels.

» For more information
See note 8 in the Consolidated financial statements of our Integrated Annual Report 2025.

Governance

Anglo American applies a principled and consistent approach to climate change governance and management systems.

Climate change is of strategic importance for Anglo American and, as a result, the Board directly approves the Group's approach to climate change. Climate-related activities, including the decarbonisation pathway, are discussed by the Board throughout the year as stand-alone agenda items and as part of strategic discussions. The Board is updated on progress against targets through management reports at each scheduled Board meeting.

The Board delegates powers and oversight of certain climate-related considerations to its supporting committees – the Sustainability Committee, the Remuneration Committee, the Nomination Committee and the Audit Committee. All four committees report to the Board on critical matters discussed.

Please refer to the Governance Report in our Integrated annual report 2025

Sustainability Committee – The Committee oversees, on behalf of the Board, Group-level frameworks, policies, and strategies which are designed to manage safety, health, environment, climate-related and socio-political risks and opportunities. Its objective is to ensure that the Group meets its sustainability commitments and supports our ambition to be a global leader in responsible mining.

The Sustainability Committee:

- Considers the Group's principal risks that fall within its oversight responsibility, including risks related to climate change
- Reviews Anglo American's annual climate-related disclosures
- Monitors Anglo American's decarbonisation commitments
- Monitors the company's roadmap for energy and decarbonisation.

Remuneration Committee – Includes climate-related issues in assessing environmental and sustainability performance measures in relation to the Group's incentive and remuneration plans.

This includes the LTIP, awarded to the most senior managers, which incorporates elements linked to environmental performance.

Audit Committee – Oversees the integrity of the annual and interim financial statements and the Group's internal controls. The Audit Committee reviews the material risks for the Group, including risks relating to climate change.

Nomination Committee – Oversees the succession process for directors, with capabilities and experience considered in climate change and clean energies.

At the executive level, key management decisions are taken by the chief executive officer and the ELT, in accordance with their delegated authority. The ELT is accountable for a range of measures, including climate-related performance, which are then cascaded through the Group.

The ELT is supported by the Climate Change Committee, chaired by the Group's chief strategy & sustainability officer. The Committee's role is to review, guide and co-ordinate all climate-related workstreams across the Group.

These oversight mechanisms are supported by the mandatory Group Climate Change Policy, which details the principles that inform, and a high-level framework for how we approach, the management of climate-related risks and opportunities and how we embed the best available climate-related analysis into strategic decision making.

Board climate change capability

The broad range of skills and experience that our Board members contribute to the long-term sustainable success of the Group are set out in the Governance Report of the 2025 Integrated Annual Report.

The Board's skills, experience and diversity matrix includes capabilities and experience in climate change, clean transition and decarbonisation.

The Board recognises the importance of director education and ongoing development. Following appointment, and as required, all directors receive orientation and development opportunities appropriate to their level of experience and knowledge. This includes the provision of a comprehensive and formal induction programme tailored to the director's experience and background, individual briefings with ELT members and their teams to provide information about the Group's business, culture and values. Following her appointment to the Board on 1 January 2025, Anne Wade undertook a tailored and comprehensive onboarding programme, including meetings with the Group's senior leaders and key external advisers. Newly appointed directors may attend meetings with external advisers, participate in site visits and receive other relevant information to enable them to perform their duties effectively and contribute to Board discussions and decision making.

The Governance Report in our 2025 Integrated Annual Report provides further details of our Board and committee composition, the broad range of skills, experience and the diversity of our Board, and the processes for the appointment of new directors. Our approach has enabled us to build significant climate-related capability at Board level, with a quarter of our current Board having had direct experience or capabilities in climate change, energy transition and decarbonisation at the date of this report.

Disclosure and investor dialogue

We have been a formal supporter of the Task Force on Climate-Related Financial Disclosures (TCFD) since 2018, and we continue to produce our annual climate-related disclosures in line with this framework. Our Integrated Annual Report 2025 covers the key aspects of the disclosure each year – a TCFD-linked index is provided on pages 159-164.

In 2026, we will publish our inaugural three-year Transition Plan which focuses on the Anglo American simplified portfolio (this does not take into account the Teck merger or any businesses that will be divested). Informed by the guidelines developed by the UK's Transition Plan Taskforce, the plan demonstrates how the delivery of our business strategy is aligned to and supports the transition to a lower-carbon future.

» For more information

Visit www.angloamerican.com/climate-transition-plan-2026-2028

Beyond mandatory disclosures, we recognise the role of voluntary frameworks in supporting the evolving interests and expectations of investors in understanding our thinking on climate change. We have had a regular and constructive dialogue with the Climate Action 100+ group of investors for several years and value its perspectives. In 2020 and 2021, we worked with Climate Action 100+ to support the development of the Net Zero Company Benchmark and its application to the diversified mining sector.

We recognise that climate change is an issue of particular interest across our investors. We believe that constructive dialogue with investors is a helpful way to develop clear, mutual understanding on this critical issue and, throughout 2025, we discussed our approach in detail both in broad-based investor engagements as well as in a series of meetings with individual investors.

Policy and advocacy approach

In 2015, we demonstrated our commitment to the Paris Agreement by becoming a signatory to the Paris Pledge for Action. That pledge demonstrates our willingness to work to support efforts in meeting and exceeding the ambition of governments to keep the world on a trajectory that limits the global warming temperature rise to well below 2°C and pursue efforts to limit it further to 1.5°C.

This pledge to support the aims of the Paris Agreement is one of the principles guiding our engagement with policymakers and our advocacy more broadly. Though we continue to take a cautious approach to proactive lobbying, including on climate-related issues, we are committed to conducting any lobbying activities in line with the goals of the Paris Agreement.

In line with this approach, our intention is that the industry associations of which we are a member work on a similar basis and similarly advocate for policies that support the achievement of the goals of the Paris Agreement.

To bring greater definition to our approach to any climate-related advocacy to which we might be party, we maintain a list of public policy positions. These define Anglo American's thinking on specific climate-related policy issues and provide a basis against which we can test the alignment of any third-party advocacy.

In 2024, we refreshed our public policy positions and included our positions on nature, renewable power, and grants and incentives. These revisions reflect the expected evolution of our business, the developing regulatory landscape and the changing societal expectations.

Alignment of advocacy through industry associations

We recognise stakeholder interest in advocacy undertaken by third parties on our behalf and the concern that some of that advocacy might not be aligned with our public policy positions on climate change. At best, any such advocacy might be misaligned with the goals of the Paris Agreement; at worst, it might suggest a third party is advocating against those goals.

To mitigate this risk, we have rigorous internal governance procedures in respect of the management of the relationships with each of the industry associations of which we are a member. This governance helps to ensure that misalignments in advocacy do not occur and, if they ever do, that appropriate action is taken.

We are committed to completing and disclosing an independent review of the alignment of our industry associations with our public policy positions every two years. The fourth, and most recent, review was published in 2025. The review was conducted using our refreshed public policy positions and demonstrated that, in the vast majority of cases, the industry associations of which we are a member are either aligned with our approach or do not take a position on climate change.

In a small number of cases, some potential misalignments were flagged and, in each of these cases, we are taking appropriate action with the relevant industry association.

» For more information on our approach to industry associations and policy advocacy please see [Material Matter: Advocacy](#) on page 99.

» For more information on Policy Advocacy

Visit www.angloamerican.com/policy-advocacy

Managing risks and opportunities

A resilient portfolio for the transition

There is significant uncertainty in how government policies and technologies will evolve, how the impacts of climate change will affect different global regions, and how those regions will adapt to these changes between now and 2050. To support our understanding of the risks and opportunities from transition impacts, we consider a range of outcomes and assess resilience across them. We first reported a scenario analysis in 2021 and committed to revisit and revise the analysis every two to three years.

Building on previous iterations of this work, in 2025 we retested the resilience of our simplified portfolio – focused on copper, premium iron ore and crop nutrients – against a range of possible scenarios. We have continued to use scenarios developed by others to allow for scrutiny of the underlying data and assumptions, and to ensure objectivity.

» For full details of our scenario selection, analysis and on the role our products play in the transition
See pages 12 and 53 of our 2026–2028 Transition Plan:

» For more information

Visit www.angloamerican.com/climate-transition-plan-2026-2028

Resilience in a low-carbon transition

The analysis tested possible transition impacts on our financial strength and strategic robustness. For each scenario, we consider the evolution of supply and demand for the commodities in our simplified portfolio, the markets in which we participate, and the associated impact on our cash flow generation through to 2050.

The evolution of the industry sectors which our products serve could create risks and opportunities for our portfolio. Similarly, the technological developments that underpin the transition of each sector could also present risks and opportunities for our products. The table on page 71 summarises the outputs of the analysis across the BloombergNEF's Net Zero Scenario and International Energy Agency's (IEA) Net Zero Emissions by 2050 Scenario.

Through this assessment, we concluded that our business is resilient across these low-carbon energy transition scenarios. We expect our profit pools to remain attractive, and our portfolio remains well positioned to support the energy transition. Further, the optionality within our portfolio, particularly in copper, means that we are well placed to capture any upside from demand increases in a low-carbon scenario.

Across all scenarios, we expect our cash flows to remain resilient and the range of cash flow change across the scenarios to fall within our risk tolerance, giving us confidence in our business resilience and our ability to capture opportunities across a range of outcomes.

Ongoing resilience assessment and management

Having identified several risks and opportunities across scenarios, we are able to integrate monitoring of relevant signposts into our strategic processes. We already monitor leading indicators of the developments in low-carbon transportation, power generation, steelmaking and the circularity of metals.

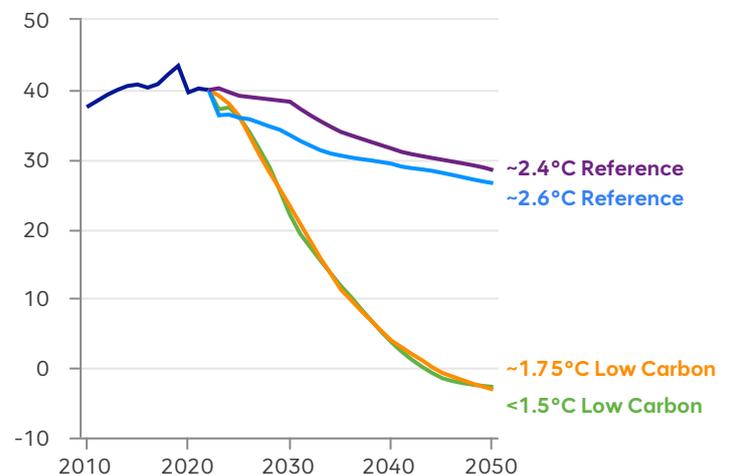
These developments, along with other factors influencing the demand and supply for our products, inform our internal price outlooks used in assessing capital allocation, defining production outlooks, investment in research and development of carbon abatement technologies, and portfolio composition decisions.

Each year, the ELT and the Board review outlooks for both our demand industries and product prices. The resulting implications are included as part of setting the strategy for our business.

While we have assessed the strategic and financial resilience of our portfolio to transition scenarios, it should be noted that these scenarios are not used for financial reporting purposes, as no single scenario is representative of management's best estimate of the likely assumptions that would be used by a market participant when valuing the company's assets.

We expect to revise our scenario analysis in 2028, or earlier as appropriate, as part of our continued commitment to periodically revisit this analysis in line with best practice.

Global CO₂ emissions (Gt CO₂/year), including energy, industry-related and AFOLU CO₂ emissions



The pathways include reference pathways, BloombergNEF's Economic Transition Scenario (~2.6°C) and IEA's Stated Policies Scenario (~2.4°C), and low-carbon pathways, BloombergNEF's Net Zero Scenario (~1.75°C) and IEA's Net Zero Emissions by 2050 (<1.5°C), with AFOLU CO₂ emissions based on scenarios from the IPCC AR6 Scenario Explorer and Database.

Our approach to risk management

Our climate-related risk assessment process is fully integrated into our Group Risk Management Framework. In line with the TCFD recommendations, we identify, evaluate, and prioritise climate-related risks and opportunities that may affect our ability to create long-term value.

We assess both transition and physical risks by reviewing the climate-related impacts embedded in our Group Risk Register, Asset Strategies, Resource Development Plans and our Sustainability Strategy.

For each identified climate-related impact, we evaluate its scale, scope, irremediability and likelihood across different time horizons and under relevant climate scenarios.

This assessment considers potential financial, operational, environmental and stakeholder implications.

Materiality is determined by integrating the significance of these climate-related impacts with their likelihood of occurrence, enabling us to prioritise the most material risks and opportunities for management attention and strategic planning.

For example, a principal risk for our business is the occurrence of operational events, which includes events related to water management that could disrupt production, impact communities and harm the environment. This risk is amplified by climate change, such as extreme weather events and changing water availability. Our mitigation approach includes embedding climate projections into our assessment of water-related operational risks, as well as continuing to implement measures to strengthen resilience and secure sustainable water resources.

» For more information on our approach to risk management and our principal risks. See pages 112-120 of our Integrated Annual Report 2025.

Physical risks and opportunities

To understand the range of physical risks our operations and the surrounding regions may face as a result of a changing climate, we consider three different scenarios, which are aligned with the IPCC Shared Socioeconomic Pathways (SSP) SSP1-2.6, SSP2-4.5 and SSP5-8.5.

Current global policies and actions put us on a best estimate of around 2.3-2.8°C warming by 2100, most closely represented by the SSP2 scenario. We therefore use this scenario to guide all our long-term planning in low to medium impact applications. Following the precautionary principle, we use the worst-case scenario of SSP5 (c.4.4°C) to plan for resilience in high-risk applications such as tailings dams. We model SSP1 (c.1.8°C) as a best-case scenario, although we believe that this appears to be a low-likelihood pathway. As a result, we do not use this scenario in our present planning.

Underpinning our process are robust, science-based climate analytics. Utilising multiple blended global climate models, dynamically downscaled to our operating sites, we obtain future climate change projections across a broad set of climate variables for our chosen future scenarios. We also assess historical weather data and any extreme weather events that may have already occurred at the site.

In regions where previous predictive climate change assessments have been undertaken, we compare the results

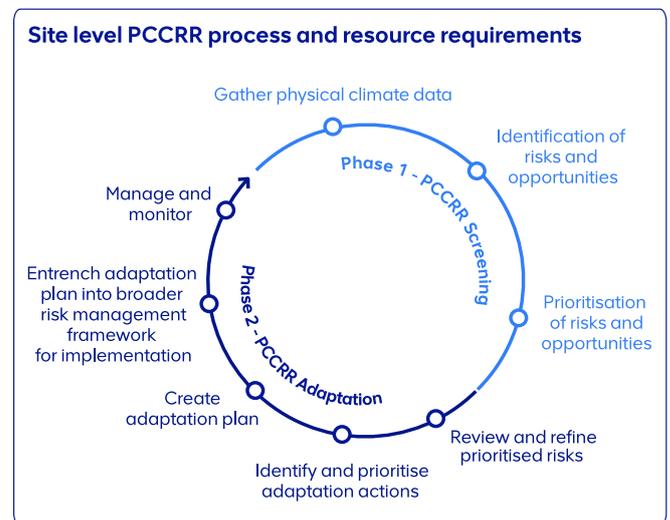
with our own model outputs. To further increase accuracy, where comprehensive site-based weather datasets already exist, we establish these as the baseline from which we project the percentage change over both the life of that facility and for 20 years beyond (or, at maximum, until 2100) to include closure.

We also seek to identify the particular vulnerabilities and adaptive capacities of the region and site, in order to complete a holistic local context assessment.

A framework to manage physical risks

In 2023, we established our Physical Climate Change Risk and Resilience (PCCRR) framework.

It combines top-down climate change projection models with bottom-up assessments of the local vulnerabilities and adaptive capacities to anticipate emerging impacts. This integrated thinking enables us to anticipate emerging impacts, and standardises work at our sites.



» To read more about our PCCRR framework and use of climate change scenarios in managing physical risk. See pages 18-23 of our Climate Change Report 2023

Operational resilience

Between 2023-2024, we completed physical climate change risk screening at all of our managed operations. As defined by the PCCRR Standard, this screening process will be refreshed by each site every three years.

The results of the screening work have highlighted that the changing climate is likely to increase the likelihood and/or the impact of risks that our operations are already facing.

The changing nature of these risks is now being integrated into our risk management processes at each operation, including an assessment of whether any additional studies and/or management controls are needed. These management controls form an important part of business-level adaptation plans.

Key climate change hazards for our business include drought/water stress, extreme precipitation and flooding, and also extreme heat, which already affects our employees, especially in South Africa and Brazil.

Some adaptation actions we are already implementing include switching from continental water to waste water and desalinated water at our Los Bronces copper operation; increasing our wildfire prevention and fighting capacities at operations in wildfire-prone regions, such as where our premium iron ore operations in South Africa and Brazil are located; and implementing adaptive water management plans in regions where we are seeing more erratic rain events.

For mines near closure, we are working to ensure closure design and risks include consideration of physical climate change.

In Chile, for example, the PCCRR assessment at El Soldado identified drought conditions as a risk exacerbated by climate change. Consideration of future drought conditions was therefore incorporated into the design of the mine's waste dump, as part of the El Soldado Development Project (PDES), reducing wet content by 20%, enabling significant water savings and recirculation. This project is currently in development and was presented to communities during the engagement process at the end of 2024. Extreme precipitation events were also identified and adaptation actions in the form of slope-protection systems to mitigate landslide and rockfall risks, based on climate change projections, have also been implemented.

Financial impact

Throughout 2025, we have continued to develop and test a methodology to better understand the potential future financial impact of physical climate change risk. Our methodology is based on climate projections overlaid upon operational thresholds at each site over the life of the asset. Once refined, this methodology will allow for future integration into our broader planning and financial management processes.

Community resilience

The impacts of climate change will also be felt by the host communities around our operations. The proactive, integrated and strategic approach we take to social performance at all our sites means that we endeavour to consider all of the changes in our external context within our risk and impact management framework, including climate change.

As part of our Social Performance management system – the Social Way – we embed climate-related social and community impacts into individual site management approaches. We are updating our Social Way Policy framework and in 2026 intend to develop further guidance to our operations on how to further integrate community climate resilience into the social performance management system.

Redefining our climate ambition for a simplified portfolio

We are currently implementing a number of major structural changes to unlock the inherent value in our portfolio and thereby accelerate delivery of our strategic priorities of operational excellence, portfolio optimisation and growth. This portfolio transformation is focusing on our world-class asset base in copper, premium iron ore and crop nutrients – once the sale of our Steelmaking Coal and Nickel businesses and the separation of our diamond business (De Beers) have been completed. We demerged our PGMs business (Anglo American Platinum, now Valterra Platinum) in May 2025.

» For full details of redefining our climate ambition for our simplified portfolio See pages 73-74 of our Integrated Annual Report 2025.

Progress in 2025

Operational emissions

Emissions data presented herein represents the emissions profile for the Anglo American portfolio at 31 December 2025, excluding any data relating to businesses divested during the course of 2025, unless stipulated. Emissions data for these divested businesses can be found in our ESG Factbook.

Our full-year 2025 performance continues to be evaluated against our short-term greenhouse gas (GHG) reduction target, set in 2018, which aimed for a 30% reduction by 2030 relative to a 2016 baseline. To ensure consistency and comparability, given the materiality of the emissions related to our PGMs business, demerged from the Group in May 2025, per GHG Protocol guidance on treatment of divested businesses, we have also excluded this data from our historical emissions, unless stipulated, and restated our 2016 baseline.

In 2025, our total Scope 1 and 2 greenhouse gas emissions decreased by 14% year on year, to 6.3 Mt CO₂e in 2025 (5.6 Mt CO₂e Scope 1 and 0.7 Mt CO₂e Scope 2) compared to 7.3 Mt CO₂e in 2024 (6.1 Mt CO₂e Scope 1 and 1.2 Mt CO₂e Scope 2 respectively). This continued reduction reflects our sustained focus on operational efficiency, decarbonisation initiatives and the strengthening of our energy management systems.

Year-on-year improvements in methane management across our Steelmaking Coal business in Australia continued to play a significant role in reducing emissions, supported by the transition to 100% electricity supply linked to renewable sources for the business from the start of 2025. These reductions were further reinforced by enhanced energy efficiency, increased use of lower-carbon power and targeted operational improvements across our broader portfolio.

Compared with the updated 2016 baseline of 9.2 Mt CO₂e, (reduced from 13.4 Mt CO₂e to exclude our PGMs business which was demerged from the Group in May 2025), total emissions have reduced by 32%. In 2025, emissions intensity of our production was 4.2 t CO₂e/t CuEq, compared to 4.6 t CO₂e/t CuEq in 2024, a 9% decline year on year.

Including data for our demerged PGMs business, our total 2025 Scope 1 and 2 emissions were 7.9 Mt CO₂e.

Scope 1 – Energy efficiency

Our continued focus on optimising and increasing the operational efficiency of our assets is helping to lower the energy intensity of our operations. These improvements are driven by the implementation of technology through our FutureSmart Mining™ approach, energy management initiatives based on operational improvements, continuous oversight of our operating plants supported by our energy management programme, and adherence to our GHG Energy and Emissions Standard.

In 2025, our energy consumption decreased by 3%, reaching 65.1 million GJ (2024: 67 million GJ). This reduction reflects continued improvements in operational energy efficiency across the business. This includes the implementation of a structured work plan at Kumba enabling the rapid identification of critical and high energy consuming areas, driving more efficient resource management. Variations in

production levels also influenced total consumption, supported by operational initiatives and by the care and maintenance activities planned and executed throughout 2025. These improvements in energy efficiency demonstrated some progress towards the existing Group target of a 30% improvement in energy efficiency by 2030. The revised approach for the simplified portfolio as set out on page 73 highlights energy efficiency as a lever for delivering our climate ambition and targets but does not include a quantitative energy efficiency target.

Scope 1 – Methane

In 2025, methane emissions reduced by 0.5 Mt to 2.5 Mt CO₂e (2024: 3.0 Mt CO₂e). This reduction was a result of the impact of the stoppage of operations and subsequent cessation of active ventilation at our Grosvenor steelmaking coal operation following the underground gas ignition incident in June 2024, and continued improvements in the management of methane at all of our underground operations.

Despite the stoppage of operations at Grosvenor, gas production continued. Consequently, methane emission abatement continued through transfer of gas to third parties for beneficial use, albeit less than when fully operational. Where third-party transfer infrastructure was not available in 2025, flaring was used to abate methane emissions. Across 2025, a total of 93% of the gas captured at Grosvenor was transferred.

The combination of these practices has enabled our underground operations to abate approximately 63% of methane-related emissions for 2025, against a do-nothing scenario.

Scope 2 – Renewable energy

Significant progress has already been made to reduce our absolute Scope 2 emissions – in 2025, we sourced 90% of our electricity from renewable sources, excluding our PGMs business, which was demerged from the Group in May 2025.

All of our operations located in South America (Brazil, Chile and Peru) are powered by 100% renewable electricity, and have been since 2023. In 2025, our Steelmaking Coal business in Australia also transitioned to 100% electricity supply linked to renewable sources for the business. This partnership with Stanwell, Queensland's energy generator, is supplying renewable electricity as part of a 10-year agreement and will effectively remove all Scope 2 emissions from the Steelmaking Coal business.

We remain committed to decarbonise the balance of our electricity supply via the use of commercial power-purchase agreements, self-developed generation at site, and through Envusa Energy in southern Africa.

Founded as a joint venture between Anglo American and EDF power solutions, Envusa Energy was granted a South African electricity trading licence in 2023. The company has made significant progress in the delivery of its mature pipeline of more than 600 MW of solar and wind power.

The first tranche of renewable power under these agreements is planned to be delivered through the Koruson 2 (K2) project cluster, located on the border of the Northern and Eastern Cape provinces. The K2 cluster reached financial close in the first quarter of 2024, with construction well under way.

11 MW of the output of K2 is to be wheeled through the grid to Kumba's Kolomela mine. This is due to come online in 2026, and is expected to reduce that site's Scope 2 emissions by around 85%.

On-site solar – totalling 63 MW – at our Sishen iron ore operation is also progressing, with planned commercial operations in 2027, delivering an estimated 33% reduction in Sishen's Scope 2 emissions.

Diesel replacement

Diesel-powered haul trucks and other mobile mining equipment are amongst the largest contributors to our operational emissions.

Replacing the diesel we consume with lower-emission alternatives is essential to achieving our ambition of carbon neutrality by 2040. However, the scale and complexity of this transition are significant.

Our operations are geographically diverse, with variations that impact suitability for different technologies. This means the optimal solution, and timing, for replacing diesel usage at each mine site will be different across our portfolio.

We remain agnostic to the technologies required to replace diesel and we do not believe that a globally applicable solution will come from one technology. This informs our approach to solve for the system rather than implementing point solutions.

Technologies are still maturing, and further innovation is required. There is also limited compatibility between current offerings, and limited flexibility to switch from a selected electrification solution path to an alternative. This means a high level of confidence is required before committing to a solution at each site.

We have prepared a technology development roadmap that takes a portfolio approach – a toolbox of solutions integrated in mining systems, to maximise success rate and impact. While we anticipate that electrification will be the likely approach to decarbonise our heavy haulage fleet, we retain flexibility through being open to exploring alternative fuels such as green diesel.

Further details on our approach and considerations to diesel replacement
See pages 30–31 of our 2026–2028 Transition Plan

Compensation

We do not currently see a pathway to reduce our operational emissions to zero. While recognising that compensation should come after all feasible avoidance, reduction and restoration measures have been taken, we anticipate that carbon compensation, including offsetting, will have a role to play in addressing any residual emissions, while permanent solutions are sought.

To date, we have not retired any carbon credits to set against our emissions targets. As we are committed to following the mitigation hierarchy, we do not see a strong case for deploying carbon compensation to deliver our 2030 target. We will also not use credits procured in the market to compensate more than 10% of the baseline of our new emission-reduction targets.

» For more on our use of carbon compensation and our application of the carbon mitigation hierarchy See page 32 of our 2026–2028 Transition Plan

Scope 3 – Value chain emissions

All emissions data presented below reflects the actual emissions profile of Anglo American's portfolio, including data related to businesses divested during 2025.

The decision to include data from divested businesses reflects the immateriality of the emissions (<2% of total) related to the Group's overall Scope 3 emissions. As such, we have also not restated our 2020 Scope 3 baseline against which our full-year 2025 performance continues to be evaluated, nor have we removed divested operational data from historical emissions at this time.

In 2025, our Scope 3 emissions totalled 136.6 Mt, a decrease of 20% compared with our 2024 Scope 3 emissions of 170.6 Mt. Total Scope 3 emissions in 2025 have fallen by 17% compared with our 2020 baseline of 165.1 Mt.

The processing and use of our premium iron ore and steelmaking coal products (categories 10 and 11) remain the largest contributors to our Scope 3 emissions profile, accounting for 124.4 Mt and 91% of total emissions

The year-on-year reduction in emissions was driven primarily by reduced production and sales of steelmaking coal in 2025 as a result of the temporary suspension of operations at the Moranbah North mine following a localised ignition incident on 31 March 2025 and the temporary sealing of Grosvenor mine following an event in 2024. This resulted in lower category 11 emissions. Additional reductions were driven by category 15 emissions following the divestment in January 2025 of Jellinbah and lower reported emissions from the Manganese business. Finally, increased refinement in the application of emissions factors to the processing of our iron ore by customers, resulted in a reduction in category 10 emissions.

In 2025, we continued to build on partnerships across our value chains to help reduce the emissions intensity of processing our products and drive demand for low-carbon metals and minerals. In particular, we continued our support for early-stage decarbonisation start-ups through the addition of Perocycle and Ionic Metals to our existing portfolio, alongside Helios and Limelight Steel.

Through our customer strategy and focus on product quality, we continue to make progress in reducing the emissions intensity of our premium iron ore in steelmaking as we focus on sales to lower-emission steelmakers and steelmaking processes.

In 2025, c.39% of iron ore sales by volume were to customers with externally verified net-zero targets. In 2025, we continued to engage with our customers, with c.22% of our premium iron ore sales now covered by decarbonisation Memorandums of Understanding (MoUs). As part of this work, we continued to collaborate with our MoU partners to test and optimise the specifications of our premium iron ore products, reducing emissions through process improvements and greater efficiency across DRI and BF-BOF steelmaking.

More broadly, over 47% of our category 10 emissions from iron ore in 2025 arose in China, which has pledged to be carbon neutral by 2060, while c.31% come from Europe,

Japan and South Korea, which have pledged to be carbon neutral by 2050.

Our activities with suppliers and our operations contribute approximately 5% of Anglo American's overall Scope 3 footprint, predominantly through the procurement of equipment and capital goods.

To enhance visibility and understanding of our upstream emissions profile and support deeper integration of emissions considerations into supplier engagements, this year we embedded emissions-tracking mechanisms into our supply chain data systems. These tools are accessible to all members of the supply chain function.

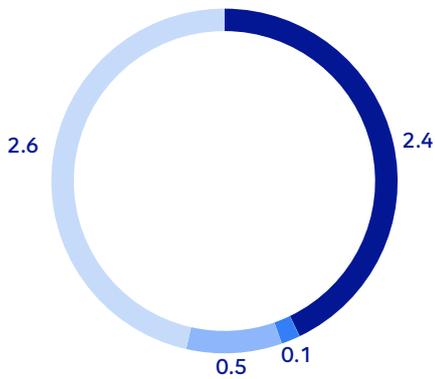
Further, to broaden our understanding of supplier approaches to emissions reduction and inform future strategy development for targeted interventions, we commissioned a survey targeting our top 200 suppliers by absolute emissions, which concluded this year. With more than a 90% response rate, this represents over 50% of our total upstream emissions with the results being used through 2026 to inform the development of our supplier engagement strategy.

Since 2024, we also have benefited from the reduced emissions of our 10-strong chartered fleet of Capesize+ Liquefied Natural Gas (LNG) dual-fuelled bulk carriers. The LNG dual-fuelled technology and enhanced fuel efficiency of these vessels provides our customers the opportunity to reduce their carbon emissions when using these vessels, which deliver up to a 35% reduction in CO₂ emissions compared with conventionally fuelled ships.

» For more information on Climate Change please refer to page 69 of our Integrated annual report 2025.

Anglo American GHG emissions 2025

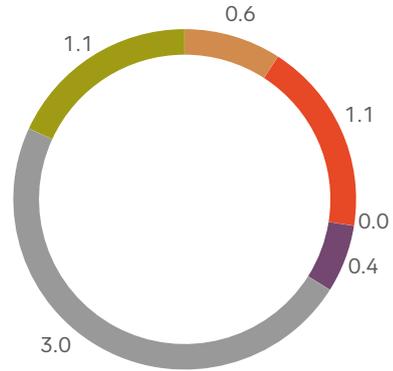
Scope 1 (Mt CO₂e)



- CO₂e from fugitive emissions from coal mining
- CO₂e from methane flaring
- CO₂e from processes
- CO₂e from fossil fuel consumption

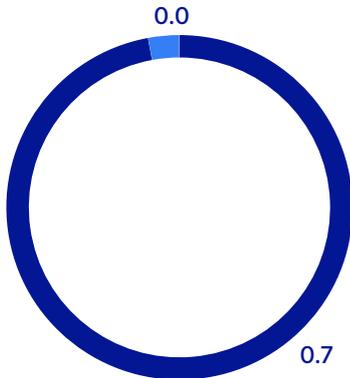
Anglo American GHG emissions 2025

Total Scope 1 and 2 emissions (Mt CO₂e)



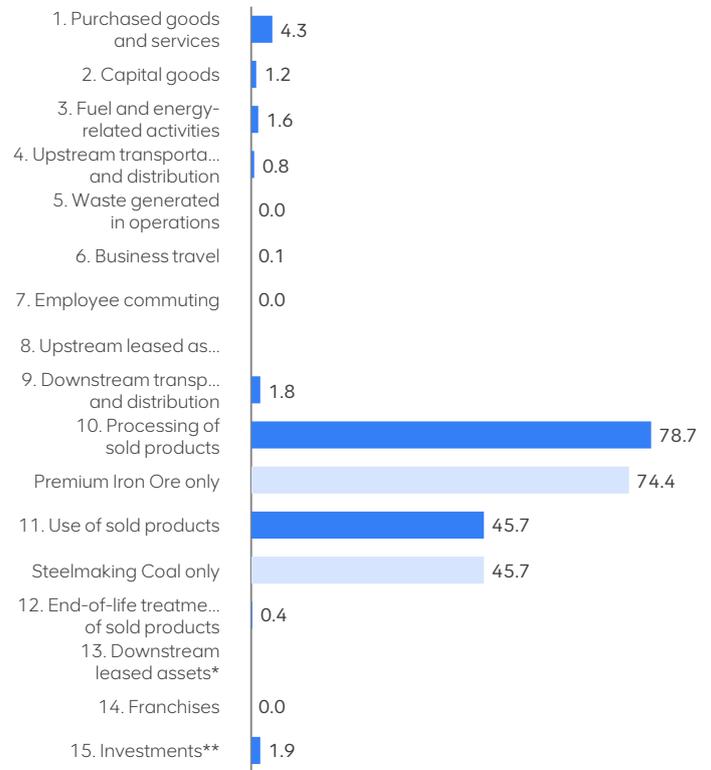
- Copper
- Premium Iron Ore
- Polyhalite
- Diamonds
- Steelmaking Coal
- Nickel

Scope 2 (Mt CO₂e)



- South Africa
- Other

2025 Scope 3 emissions breakdown (Mt CO₂Eq)



* Categories 8 and 13 are not applicable for the Group. Please refer to our Scope 1, 2 and 3 Methodology for more details. Our methodology also includes details on adjustments made for double counting.

** Further detail on the sources of Category 15 emissions can be found in our Methodology document.

Next steps

As outlined in our updated Sustainability Strategy in February 2026, in line with the accelerated delivery of our strategy announced in May 2024, we are simplifying our portfolio to focus on copper, premium iron ore and crop nutrients. These changes in the portfolio will significantly affect the Group's emissions profile going forward.

Recognising that the simplification of the portfolio is ongoing, we have refined our decarbonisation strategy to align with our simplified portfolio and a more detailed understanding of what is required – ensuring our climate ambitions reflect our operational context.

As our insight into value-chain emissions deepens, we are taking a more targeted and impactful approach to Scope 3. Rather than a broad goal, we are now focusing on where we can make the biggest difference: reducing the emissions intensity of the use of our iron ore, which accounts for over 90% of our Scope 3 footprint. We are also committed to partnering with others to reduce our supply chain and shipping emissions.

In all cases, these targets will deliver real, credible decarbonisation, while being aligned with our commercial strategy.

Nature

GRI 304 Biodiversity

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Please refer to the Anglo American Taskforce for Nature-Related Financial Disclosures (TNFD) for more information see the 2025 Integrated Annual Report (refer to pages 165-171).

» Visit www.angloamerican.com/tnfd-data

304-1

Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

304-2

Significant impacts of activities, products and services on biodiversity

304-4

IUCN Red List species and national conservation list species with habitats in areas affected by operations

Material Matter: Biodiversity and land use

Global biodiversity continues to decline and climate pressures are intensifying. As these trends accelerate, the condition of the natural systems around our operations increasingly influences our ability to operate reliably, navigate regulatory pathways and create long-term value.

Our operations depend on nature. We rely on access to water, land, stable soils, healthy ecosystems and the services they provide. These dependencies also create risks, particularly for sensitive landscapes. To remain resilient against these risks, we have integrated and strengthened nature considerations in our strategy, governance and decision making.

Strategy and approach

Protecting our natural environment

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.

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.

As a member of the Taskforce on Nature-related Financial Disclosures (TNFD), and building on our longstanding alignment with the TCFD for climate, in 2024 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.

Please refer to our Integrated Annual Report for more information on our TNFD disclosures. See pages 165-171.

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.

As a member of the ICMM, Anglo American is committed to operating in line with the ICMM's Nature Position Statement.

» ICMM: Nature Position Statement
[icmm.com/en-gb/our-principles/position-statements/nature](https://www.icmm.com/en-gb/our-principles/position-statements/nature)

Our approach to land stewardship

To manage our land sustainably, we undertake an integrated approach that endeavours to balance mining activities with environmental conservation, long-term economic benefits for stakeholders and regulatory

compliance. This involves analysing future and current land needs, engaging with stakeholders and implementing integrated processes that consider all competing interests so that maximum value can be achieved.

Our approach to land rehabilitation

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.

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.

Governance

Biodiversity

The Board, supported by the Sustainability Committee, oversees our strategic direction on nature and wider sustainability matters. The Board's Sustainability Committee is updated at least annually on progress against nature-related programmes and delivery of targets.

At management level, the ELT has oversight of our commitments and receives regular updates on progress and site-level nature-related risks and opportunities. Progress against the BMPs is also included in the CEO's Business Scorecard on a quarterly basis which is shared with the Board. Each business also reports progress to the ELT on a quarterly basis.

Our approach to nature is also overseen by the Sustainability Steering Committee, which holds accountability for overseeing how Anglo American manages its most material issues. The Steering Committee is a cross-functional decision-making forum to provide additional oversight and track progress on the delivery of our sustainability-related commitments, including our NPI target.

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.

» For more information on **Biodiversity Standard**

» For more information on Biodiversity
Visit www.angloamerican.com/nature

» Find out more about our approach to biodiversity in action through our management of the [Quilapilún Botanical Garden in Chile](https://www.angloamerican.com/quilapilun).
Visit www.angloamerican.com/quilapilun

Land rehabilitation

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.

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.

- » For more information on our sustainability governance see [GRI 2-9](#) on page 8.
- » For more information see [GRI 2-5 External Assurance](#) on page 5.
- » For more information about our SHE Policy see [GRI 2-23 Policy Commitments](#) on page 27.

Managing risks and opportunities

Biodiversity

Locating our interface with nature

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.

For each managed site, a biodiversity assessment was undertaken during our biodiversity target-setting baselining process (2018–2020).

Evaluating our nature-related dependencies and impacts

To understand our nature-related dependencies and impacts, we use both on-site assessments and third-party data. Dependencies and impacts include:

- Dependencies – we need to understand our ecosystem services such as structural and biotic integrity, which support the vegetation that provides a noise and dust barrier and visual screening. All sites are also dependent on regulating ecosystem services such as soil quality and sediment stability and function, which regulate water flow, reduce flood risk and support effective land rehabilitation. Finally, we use land geomorphology for storm mitigation, water-flow regulation and water supply; this supports our sites which depend on stable climatic conditions for operational planning, including predictable rainfall.
- Impacts – we need to identify if our operations have any of the following impacts on the aquatic ecosystems from our water resources and services, and dewatering of the surrounding area. These include impacts from the release of dust and other emissions, from the spread of invasive species, and noise and light disturbance which fauna can find disruptive. Furthermore, these may include impacts to structural and biotic integrity, habitat loss and degradation, reduction of ecological integrity of an area, displacement of fauna species and loss of vegetation cover. Without active management, cumulative impacts of numerous mining projects in an area can threaten the ecological integrity of the area, leading to habitat loss and fragmentation.

Our identified dependencies and impacts directly inform site-level biodiversity risk management and monitoring.

Assessing our nature-related risks and opportunities

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.

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.

During the year, site-level assessments were strengthened through the incorporation of ecological baseline information, biodiversity monitoring results and mitigation planning into risk evaluation. These insights inform the nature-related risks captured in our Group Risk Register and guide management responses at asset level.

Assessment of nature-related risks and opportunities across our broader value chain is progressing, with initial mapping of key dependencies and potential areas of vulnerability under way. Advancing this value-chain assessment remains a priority for 2026, aligned with evolving TNFD guidance and our commitment to a comprehensive understanding of nature-related risk.

Further, we have developed specific plans with budgets to address site-level biodiversity-related risks over the short, medium and long term. These are then assessed for materiality at a Group level.

Around our sites, habitat destruction and impacts on ecosystem services are key risks related to nature. Investing in habitat restoration and conservation programmes, including setting aside land for conservation, reforestation, reintroducing native species and undertaking progressive land rehabilitation, helps to mitigate the impact of our operations on biodiversity.

Mining operations can also face opposition from local communities and environmental NGOs owing to concerns about biodiversity, leading to potential delays, increased costs and reputational damage. By adopting responsible and sustainable practices, engaging with stakeholders through our Social Way and investing in biodiversity stewardship, we aim to mitigate risks and contribute positively to biodiversity protection and management.

Nature-related opportunities create positive outcomes for organisations and nature, such as through nature-based solutions. Nature-related opportunities can also provide

business value through operational efficiency and resiliency, supply chain resilience, business model innovation and financial innovation. Opportunities are often identified at the site level and in collaboration with public bodies and partner organisations.

Every operation can contribute to conservation actions that measurably improve nature, whether through restoration, habitat enhancement, or connectivity initiatives that support species movement and ecosystem resilience. Sites can and do collaborate with communities, research institutions and public bodies to trial nature-based solutions, strengthen climate and water resilience, and protect critical ecosystems beyond the operational footprint. Opportunities also include contributing to catchment-level stewardship, supporting landscape-scale restoration and using land rehabilitation to create long-term social, cultural and economic value.

Dependencies, risks, impacts and opportunities can be found on our website, alongside key case studies demonstrating adaptive actions and nature-related opportunities.

Prepare – responding and reporting nature-related issues

Over the past decade we have consistently published or disclosed data on nature and biodiversity management. Our Biodiversity Standard governs our approach to biodiversity. It defines the minimum requirements for biodiversity management, a quantified state of nature measurement and ongoing adaptive management through each of our managed operation's Biodiversity Management Programmes (BMPs).

BMPs set out how site teams identify, manage and monitor nature-related dependencies, risks, impacts and opportunities and translate our Group-level commitments into practical, site-specific actions. They are living documents that guide day-to-day decisions as well as long-term planning.

BMPs also serve as a key interface between operational planning and nature-related decision making. They are used to inform impact avoidance and minimisation measures and evaluate opportunities for conservation and restoration within and beyond the operational footprint. Through this process, BMPs play a central role in how we integrate nature considerations into the Life of Asset planning cycle, permitting processes, project development and closure strategy.

In 2025, progress against the BMPs was included as part of the environmental footprint measure in the Annual Bonus, reinforcing the importance of effective delivery.

Land stewardship

Land is a key enabler for Anglo American, underpinning both operational growth and sustainability. When land considerations are not fully integrated into planning, it can lead to permitting delays, increased costs and misalignment with strategic, environmental and community objectives. By formalising governance and embedding land stewardship into long-term planning, we reduce these risks and ensure responsible land use that supports our business and societal commitments.

Land rehabilitation

Integrating land rehabilitation into the active life of a mine is a strategic approach that significantly reduces risk and long-term liabilities. Progressively rehabilitating disturbed areas, rather than waiting until mining ceases, allows Anglo American to minimise environmental impacts, manage stakeholder expectations more effectively and ensure compliance with evolving regulations.

Active rehabilitation decreases the risk of erosion and water contamination incidents, and creates a more predictable and manageable post-mining landscape, reducing the uncertainty associated with final-closure outcomes. This proactive approach demonstrates a commitment to responsible land management, while also optimising operational efficiencies and minimising the financial burden of deferred large-scale rehabilitation.

Targets and progress – Biodiversity

During the year, we continued to strengthen our biodiversity management across our managed operations. The Group achieved >90% progress against target for implementing its local BMPs.

Progress is assessed through a structured scoring approach aligned to the Biodiversity Standard. Individual scores are aggregated to Group level, with 80% established as the threshold for meeting the implementation target.

Across the Group, a range of biodiversity and nature-positive activities progressed during the year, spanning conservation delivery, impact management and long-term stewardship. Sites advanced reforestation and habitat-restoration programmes, including riparian and wetland restoration, spring and watershed recovery, and the cultivation of native plant species in partnership with local communities and landholders. Biodiversity offset planning continued to support responsible site expansion and regulatory compliance, alongside assessments of residual impacts under Net Positive Impact (NPI) pathways.

Enhanced ecosystem and fauna monitoring targeted sensitive habitats and threatened species, informing adaptive management, invasive species control and climate resilience planning. Several operations progressed feasibility studies and implementation planning for compensation and conservation frameworks, supported by external academic and conservation partnerships. Work also advanced on sustainable conservation finance models for protected areas, aimed at improving long-term financial resilience and self-sufficiency.

We continue to refine our Biodiversity Standard and supporting guidelines with our long-term partner Fauna & Flora to ensure that our methodology and approach to NPI remain robust, relevant and aligned with evolving best practice.

Net-positive impact

Setting our ambition – Net Positive Impact

Our ambition applies to our simplified portfolio, and is to deliver nature-positive outcomes now and in the future. Our commitment to achieving a Net Positive Impact (NPI) on biodiversity translates this into practice and provides the framework for how we manage nature-related impacts, risks and opportunities.

In 2018, we committed to achieving NPI by 2030 at a portfolio level by implementing the mitigation hierarchy – mitigating, rehabilitating and offsetting where we could not avoid disturbance.

Our revised target to maintain a continuous and validated pathway to NPI on biodiversity throughout the life of each asset builds on our previous commitment and allows for the inclusion of the operation and context-specific local requirements as agreed with regulators and stakeholders.

Our baseline year remains 2018, with each site using the baseline condition to demonstrate, over time, that it is on a credible and externally verified pathway to achieving NPI. These pathways will be externally validated every three years to confirm their robustness and credibility and provide guidance to maintain or improve the NPI position.

Monitoring and measurement

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).

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.

» More detail on our QHH approach, its development and operation, can be found on our website: www.angloamerican.com/nature

QHH assessments are undertaken on a three-year cycle to capture meaningful ecological change. The Group currently holds two years of QHH data. The next assessment, scheduled for 2026, will establish the Group's NPI position and enable the first assessment of trend, providing evidence of trajectory and the early stages of a validated pathway towards NPI. Results will be published once three years of data is available to ensure robustness and interpretability.

Meeting Land rehabilitation targets

In 2025, our managed operations completed 578 hectares of rehabilitation (reshaping, applying a growth medium and seeding) out of a planned 551 hectares.

All businesses met or exceeded their land rehabilitation targets for 2025. Rehabilitation will vary year on year over the life of each asset and is reliant on in-field conditions (weather), material and equipment availability, and productivity. For some operations there may be years where rehabilitation is not possible based on where they are in the mine life (including the availability of mined-out areas that are not economically viable and mineral waste facilities that are at capacity and ready for closure) or the type of mining method and location. Our Steelmaking Coal business also rehabilitated 1,010 boreholes across its operations, which helps to prevent uncontrolled methane emissions and reduce fire risks, as well as rehabilitating 466 hectares of disturbed land. Our mining methods and orebodies at our Steelmaking Coal operations (opencast vs open pit

or underground) allow for significant progressive rehabilitation. Once divested, our Group annual targets will be revised to align with what is achievable within the simplified portfolio in order to minimise our liabilities and maximise value for shareholders.

Operations which do not currently conduct active rehabilitation (driven by factors listed above) undertake planning and studies that aim to unlock future rehabilitation opportunities. In 2025, studies were undertaken to enable rehabilitation to commence at four locations in future years.

13,085	13,627
2025	2024
Year-on-year rehabilitation completed (Hectares)	

Activities in 2025

Land stewardship

In 2025, Anglo American enhanced its approach to land stewardship by formalising and better integrating it into business planning, supported by a clear governance structure and process. This improvement ensures land-related risks, opportunities, and requirements are considered from the outset, enabling optimised land use, strategic prioritisation of initiatives, and balanced operational needs with long-term sustainability. It supports responsible land management, reduces environmental and social risks, and minimises potential disruption to communities and ecosystems.

In addition, we developed a Land Value Model which is a geospatial analysis tool, piloted at Sishen Mine. This tool provides a comprehensive understanding of our land assets, assessing current uses, and identifying potential opportunities to repurpose land in ways that support Anglo American's social and environmental commitments.

Biodiversity management

During 2025, Anglo American advanced a range of nature-positive actions across its portfolio through both site-led delivery and strategic partnerships. In Brazil, local community groups supported native plant cultivation and reforestation under the Strategic Forest Compensation Plan, alongside restoration of spring systems, wildlife rescue and release, and studies into potential carbon-credit generation mechanisms. In Chile, ecosystem monitoring and threat mitigation were prioritised at the Los Nogales Nature Reserve, with a strong focus on climate resilience, wetland monitoring, invasive-species management and sustainable grazing assessments. Expanded fauna monitoring for threatened species was delivered in partnership with Universidad de Chile, alongside Mediterranean-forest and stream restoration. The Quilapilún Botanical Garden also achieved international accreditation in 2025 from the Botanic Garden Conservation International, which is the highest standard of accreditation for a botanic garden. Quilapilún was established in response to the rapid loss of Chilean Mediterranean ecosystems, and provides endemic species for restoration projects, including Los Nogales Nature Reserve and the fragile high-Andean wetlands.

In South Africa, Kumba secured land for biodiversity offsets to support site expansion and regulatory compliance, strengthened monitoring programmes, and implemented education and awareness programmes. In Australia, Steelmaking Coal implemented additional conservation actions, including riparian restoration, fauna refuge creation, translocation, pest and weed control, fencing and erosion management, supported by biomonitoring to evidence ecological recovery, with targeted habitat enhancement for priority threatened species such as the Fitzroy River turtle and greater glider.

» Find out more about our approach to biodiversity in action through our management of the [Quilapilún Botanical Garden in Chile](#).
Visit www.angloamerican.com/quilapilun

» For more information on Biodiversity
Visit www.angloamerican.com/nature

» For more information on protecting our natural environment please refer to page 81 of our [Integrated annual report 2025](#).

Next steps

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, we have evolved our nature target, building on our previous NPI commitment.

Land stewardship

In 2026, we will further embed land stewardship into business planning and strengthen capacity across our business and cross-functional teams. We will also expand deployment of the Land Value Model across our portfolio to identify opportunities for land use that support our social and environmental commitments.

Land rehabilitation

In 2026, Anglo American will launch an initiative to fully integrate the mine-closure process into strategic planning (Resource Development Plan/Life of Asset Plans). This is consistent with the requirements of our Operating Model and our efforts to perform planned work while actively reducing our liabilities. The five-year rolling rehabilitation plan will form part of the overall mine plan as an output that can be measured using the principles of operational excellence. By aligning the mine-closure process with the mine to plan methodology allows for consistent measurement of operational performance (i.e. equipment availability, productivity and load and haul performance), further enhancing our ability to consistently deliver land rehabilitation.

A key objective of this process is to enable full-impact decision-making, timeous permitting, while proactively addressing land and material balance challenges. This programme is envisioned to be completed in 2028, focused on key assets covering Minas-Rio, Los Bronces, Quellaveco and the Kumba operations. This will further support our sustainability strategy, allowing for operational-driven changes. This will afford Anglo American to have clear accountability, while supporting performance-tracking metrics to improve overall underlying decision making.

Key benefits of more integrated Life of Asset Plans :

Constraints can be identified early in the Life of Asset (LoA) and appropriate studies targeted and actions planned to unlock value.

Overall improvement in equipment and resource utilisation and a reduction of double handling of material while reducing costs.

Well-defined material balances and 3-D planning of closure will increase the confidence in the closure plans and associated liability estimates, while incorporating landform designs – thereby enabling assessments of long-term erosion stability and seamless integration of the rehabilitated landforms into the surrounding environment.

Delivering more mine areas that are available for closure will enable more progressive rehabilitation, while having closure and post-closure cash flows will be more advantageous for business decisions earlier in the life of the assets.

The land-rehabilitation plans will become an output from our overall strategic mine plans improving overall performance and will further improve the management of risk.

Overall, the goal is to have an integrated mine-closure process that allows for Group-wide operational excellence strategies that are focused on integrated planning, risk- and opportunities-based sustainable post-mine land uses, designs, and on establishing safe, stable and sustainable landscapes.

Water

GRI 303 Water and Effluents

Refer to the Material Matter content included in the section that follows for disclosure on our Governance, Strategy and approach, Management of risks and opportunities, targets and progress, and key activities within the reporting year.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

303-1 Interactions with water as a shared resource

GRI reference

303-1.a A description of how the organisation interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts the organisation has caused or contributed to, or that are directly linked to its operations, products, or services by its business relationships (e.g., impacts caused by run-off).

303-1.b A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used.

303-1.c A description of how water-related impacts are addressed, including how the organisation works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts.

303-1.d An explanation of the process for setting any water-related goals and targets that are part of the organisation's approach to managing water and effluents, and how they relate to public policy and the local context of each area with water stress.

Our interactions with water (ICMM categories):

Water withdrawals

- Groundwater
- Bore fields for water supply
- Mine dewatering boreholes
- Pumping of groundwater intercepted during mining activities
- Water entrained in ore
- Surface water
- Rivers and streams
- Rainfall and run-off
- Water purchased from a third party

- Wastewater (including treated sewage effluent and water from other industrial and/or mining operations).

Water use at our operations

- Opencast and underground mining
- Processing and beneficiation of ore
- Dust suppression
- Refrigeration and ventilation cooling
- Mineral residue disposal (including tailings, waste rock and slag)
- Offices, workshops, laboratories, change houses and other potable uses

Water discharges

- Re-injection of water to groundwater to replenish aquifers
- Water sent to third parties
- Seepage to groundwater
- Discharge to the sea/ocean
- Discharge to streams and rivers to maintain the environmental flows.

303-2 Management of water discharge-related impacts

GRI reference

303-2.a A description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including:

303-2.a.i how standards for facilities operating in locations with no local discharge requirements were determined

303-2.a.ii any internally developed water quality standards or guidelines

303-2.a.iii any sector-specific standards considered

303-2.a.iv whether the profile of the receiving water body was considered.

303-3 Water withdrawal

GRI reference

303-3.a Total water withdrawal from all areas in megalitres, and a breakdown of this total by the following sources, if applicable:

303-3.a.i Surface water: ('000 m³) 91,932

303-3.a.ii Groundwater: ('000 m³) 36,151

303-3.a.iii Seawater: ('000 m³) 0

303-3.a.iv Produced water: n/a

303-3.a.v Third-party water: ('000 m³) 10,062

303-3.b Total water withdrawal from all areas with water stress in megalitres, and a breakdown of this total by the following sources, if applicable:

303-3.b.i Surface water: ('000 m³) 58,681

303-3.b.ii Groundwater: ('000 m³) 32,954

303-3.b.iii Seawater: ('000 m³) 0

303-3.b.iv Produced water: n/a

303-3.b.v Third-party water: ('000 m³) 10,055

303-3.a A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megalitres by the following categories:

303-3.a.i Freshwater ($\leq 1,000$ mg/L Total Dissolved Solids)
Total freshwater withdrawals (total group): ML/yr 56,992

303-3.a.ii Other water ($> 1,000$ mg/L Total Dissolved Solids)
Other managed water withdrawals (total group): ML/yr 46,550

303-4 Water discharge

GRI reference

303-4.a Total water discharge to all areas in megalitres, and a breakdown of this total by the following types of destination, if applicable:

303-4.a.i Surface water: ('000 m³) 15,563

303-4.a.ii Groundwater: ('000 m³) 3,769

303-4.a.iii Seawater: ('000 m³) 9,874

303-4.a.iv Third-party water, and the volume of this total sent for use to other organisations, if applicable: ('000 m³) 2,176

303-4.c Total water discharge to all areas with water stress in megalitres, and a breakdown of this total by the following categories:

Total discharge - water stressed sites: ('000 m³) 13,704

303-4.d.iii number of incidents of non-compliance with discharge limits.

Environmental incidents

We aim to have no Level 3 or above environmental incidents. In 2025, we achieved our goal and had zero Level 3+ environmental incidents at our managed operations (2024: zero).

303-4.e Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.

Fresh water: Naturally occurring water that meets the criteria of the Minerals Council of Australia's Water Accounting Framework (WAF) Category 1, excluding precipitation and run-off, which reasonably cannot effectively be prevented from entry into our operational processes.

WAF Category 1: Water of a high quality and may require minimal and inexpensive treatment, such as disinfection and pond settlement of solids, to raise the quality to appropriate drinking water standards.

303-5 Water consumption

GRI reference

303-5.a Total water consumption from all areas in megalitres: ('000 m³) 112,212

303-5.b Total water consumption from all areas with water stress in megalitres: ('000 m³) 91,044

303-5.c Change in water storage in megalitres, if water storage has been identified as having a significant water-related impact: ('000 m³) -2,125

Material Matter: Water use, quality and availability

Water is the fundamental link between climate, people and nature. Globally, water supplies remain stressed amid the ongoing impact of climate change and variability, with increasing extreme weather events. To address these challenges, we continue to make water stewardship a part of how we operate across all our sites.

Strategy and approach

Water is vital to our business and to all our stakeholders, including the environment and host communities where we operate. Access to water is a fundamental human right and a key enabler for social equality and prosperity.

Anglo American's water ambition is to protect, preserve, and restore water in the catchments where we operate to support resilient operations, communities, and the environment.

Anglo American's approach to how we use, manage and care for water is guided by recognised international best practices for water management and stewardship. We aim to use, manage and care for water through the lifecycle of our operations.

Water stewardship is not only a technical challenge but a shared responsibility that requires collaboration across all stakeholders. Anglo American recognises that effective water management depends on inclusive engagement with those who are directly and indirectly affected by our operations. Our approach is built on transparency, mutual respect and co-creation of solutions that deliver shared value.

Governance

Our Water Policy affirms our commitment to responsible water management and stewardship, guided by our Values. The Policy is underpinned by the Water Management Standard, which defines the minimum technical requirements for water management in Anglo American.

Our Standard incorporates leading sustainable water management practices, risk prevention, best-mining practices and industry lessons into the decision-making process at every stage of the lifecycle of each operation. Our guidelines assist our operations in implementing the standard.

The Board's Sustainability Committee has oversight of the Group's water-related programmes of work and is updated on a pre-planned schedule and, as needed, on progress against those programmes and delivery of targets. Progress against our water targets is also included in the CEO's Business Scorecard on a quarterly basis.

Water management is embedded in our executive remuneration arrangements through the annual bonus.

Fresh water withdrawal data is subject to external assurance as part of the year-end reporting process.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information on our Water

Visit www.angloamerican.com/water

See www.angloamerican.com/group-water-policy

Managing risks and opportunities

Global weather data and modelling indicates that increasing weather volatility associated with climate change will, over time, change the quantity, frequency and intensity of rainfall and exacerbate extreme weather events (including droughts and floods) around the world.

We analyse our physical environment, social and regulatory context on an annual basis. More than half of our operations provide access to water to the communities around our operations, predominantly through supporting infrastructure for water supply and working closely with regulators and local and national government.

Water security at our operations is considered a principal risk for the Group, but through robust planning, stakeholder collaboration, and innovation, we aim to transform these challenges into opportunities for resilience and shared prosperity.

Water stewardship

Water stewardship is not new for Anglo American, and many initiatives are already under way across the business. Our Water Policy embraces the globally accepted definition of water stewardship, providing a structured framework to assess and prioritise actions that tackle shared challenges for communities, stakeholders, and the natural environment within our catchments.

We are committed to ensuring that the water resources we manage and the savings we achieve by reducing fresh water withdrawals translate to additional water availability in ways that are socially equitable, environmentally sustainable and economically beneficial. We take a catchment-based approach, assessing shared water challenges within the regions where we operate. Globally, the most pressing issue is access to safe drinking water and sanitation. Our stewardship projects are designed to deliver shared value, improving water security for communities, supporting biodiversity and strengthening resilience against climate-related risks.

Water stewardship is a journey; we are committed to continuing to improve transparency and, as our understanding deepens, we will continue to develop and support initiatives to strengthen resilience in the catchments where we operate.

Targets

As a part of our 2018 SMP global water-savings initiative, we continued to focus on major projects across our operations that can achieve significant and sustainable reductions in fresh water withdrawals. Extreme weather events can make excess water as much of a challenge as water shortages at many of our sites. We have stringent design criteria for stormwater management structures to minimise the risks of flooding our operations and unplanned discharges to the environment.

Fresh water withdrawals by water stress classification in ML

Fresh water – sites in target*



20,955

Fresh water – all other sites



19,830

Group total fresh water



56,992

*19 sites that were operational prior to 2018, when the SMP target was set.

Our total fresh water withdrawals decreased by 5% to 56,992 megalitres (ML) (2024: 60,164 ML). In line with our basis of preparation, the 2025 fresh water total includes our PGMs business up until the date of demerger, 31 May 2025. For a meaningful comparison against our SMP target (with our PGMs business excluded), fresh water withdrawals decreased by 17% to 20,955 megalitres (ML) (2024: 25,394 ML), reflecting improved water efficiency at most of our operations and diversion of fresh water to communities.

Group-wide water efficiency decreased to 85% in 2025 (2024: 86%) largely due to heavy precipitation and flooding at the PGMs operations. We will continue to focus on efficiency at all our operations throughout 2026.

Environmental incidents

We aim to have no Level 3 or above environmental incidents. In 2025, we achieved our goal and had zero Level 3+ environmental incidents at our managed operations (2024: zero).

Activities in 2025

Improving technology

In 2025, we completed the update of the water-balance models at our Minas-Rio and Quellaveco operations. These models are now fully stochastic, allowing the projection of water supplies and designing water infrastructure for varying hydrological conditions, and incorporating climate change models. We continued to further integrate hydrological and hydrogeological aspects into the tailings-management systems across all operations following the GISTM reviews which have taken place.

We published three Best Practice Principles (BPPs) for Water Management in 2025. These BPPs have been developed to drive operational excellence at our operations and further de-risk the business from priority unwanted events related to water. The BPPs cover strategic dewatering plans, proactive surface water management and water balance modelling.

Partnering for community water supply at Los Bronces

At Los Bronces, high water re-use and recycle efficiency has been maintained (~90%) while the Integrated Water Security Project continues construction as per plan to deliver desalinated water in 2026, including 25 litres per second supply to 6 rural communities in Tiltil and Colina, providing the potential to benefit around 10,000 people.

The Rural Water Programme implemented by Copper Chile focusing on strengthening water management in rural territories with water scarcity continued in 2025 to address the water challenge together by implementation of technology and close engagement with communities. The programme was initiated in 2019, supporting rural potable-water systems to improve their operational efficiency. To date, 83 communities are participating, more than 125,000 people have benefited, including: 23% lower energy consumption, a 63% decrease in water-service interruptions and 17% increase in service coverage.

Engagement with stakeholders

Following the processes set out in the Social Way allows us to understand our water-related socio-economic impacts, and supports proactive and transparent engagement with our stakeholders to understand their concerns. Consultation with local authorities and community representatives helps us to address concerns, while also developing innovative solutions that can lead to improved access to water for drinking, agricultural and other uses.

» For more information on the Social Way see [GRI 2-23](#) on pages 27-28.

Next steps

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, the majority of our operations continue to be in water-scarce areas, but we recognise that the availability of fresh water is not the only challenge that our communities and the environment face. We have set business-specific targets which expand our focus to shared water challenges that address the specific issues facing our operations, communities and the environment in the catchments where we operate. This is in line with international best practice, which is to set targets and take actions that are meaningful to all stakeholders and create measurable value, as well as reducing operational impacts.

Our strong foundation and broader approach will:

- Enable continued operational excellence: managing operational water risks, reducing water use, increasing efficiency and preventing pollution
- Ensure we have meaningful positive local impact by addressing the most pressing issues in those specific catchments and that our stakeholders care most about
- Strengthen stakeholder trust through increased recognition and understanding of our water-stewardship actions in the wider catchment, locally and nationally, and visibility in relevant global and regional forums
- Ensure water security, a critical enabler for growth across the portfolio.

Other material environmental matters

GRI 302 Energy

Energy efficiency

Increasing the efficiency of our energy usage, or improving the productivity of our energy usage, is a low-investment, high-return way to increase production efficiency, reduce per-unit operating costs and lower our greenhouse gas (GHG) emissions. Energy represents a significant proportion of our operating costs. Even small, incremental improvements in energy efficiency – increasing the tonnes of material we move or process for each unit of energy we consume – reduce our unit costs and generate value.

This view is fully aligned with one of the key Anglo American strategic pillars: operational excellence. Through operational excellence, in addition to the financial value generated, improved energy efficiency, in relation to diesel use or fossil-powered electricity consumption, reduces the emissions intensity of our production. This supports the delivery of our shorter-term emissions-reduction targets. It also supports our longer-term carbon-neutrality target through reducing the amount of low- or zero-carbon energy required for production as we transition away from fossil fuels.

Strategy and approach

Improving energy efficiency is a complex process that requires incremental steps and collective action across the site to achieve maximum impact.

A key area of focus is the productivity of our haul-truck fleet. Energy productivity metrics vary by site but typically include:

- Optimising truck- and shovel-cycle variability, to minimise idle time
- Optimising truck payloads
- Ensuring haul roads are in good condition
- Improving motor efficiency.

In addition, planning and process controls are vital in ensuring improved productivity. These support improved energy-efficiency management-information systems, which in turn help optimise dispatch and fleet allocation – all facilitated by advanced process control systems.

Governance

The GHG Energy and Emissions Management Standard (AA TS 021) and our ECO₂MAN programme define the minimum mandatory requirements for managing energy and greenhouse gas (GHG) emissions. The goal is to achieve efficient use of our energy sources and reduce such emissions.

The objective of our standard is to ensure efficient energy use and emissions reduction. It provides guidelines for the emissions inventory for Scopes 1 and 2 and support for Scope 3; it guides sites in the definition of limits and

documented methodologies; and supports the work for correct planning, implementation and monitoring of energy and GHG performance.

Our ECO₂MAN programme provides the platform and operational framework for implementing the standard across all operations, ensuring data integrity and progress towards the Group's decarbonisation ambition and targets.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information about our SHE Policy see [GRI 2-23 Policy Commitments](#) on page 27.

Energy-efficiency performance

Indicators

Total fuel consumption within the organisation from non-renewable sources (GJ): 47,626,016

Total fuel consumption within the organisation from renewable sources (GJ): 24,960,431

Total energy consumption within the organisation (GJ): 72,586,447

Energy consumption ⁽¹⁾	Unit of Measure	2025
Energy from electricity	million GJ	29.7
Energy from renewable electricity	million GJ	22.5
Energy from fossil fuels	million GJ	40.4
Energy from renewable fuels	million GJ	2.5
Total energy consumption⁽²⁾	million GJ	72.6
Total energy consumption⁽²⁾	kWh	20,162,901,953
% Purchased or acquired electricity from renewable sources	%	76 %

(1) Energy consumption data in the table includes the PGMs business which demerged from the Group on 31 May 2025.

(2) Total energy consumption excluding the PGM business is 65 million GJ (18,081,702,613 kWh).

Progress in 2025

Scope 1 – energy efficiency

In 2025, our energy consumption decreased by 16% to 72.59 million GJ (2024: 86.8 m GJ), this figure includes the contribution from the PGMs operations which demerged from the Group on 31 May 2025.

Please refer to Climate Change section on pages 112-113 of this report for more information on Scope 1 – energy efficiency (which excludes the PGMs operations).

Scope 2 – powered by renewables

In 2025, we sourced 76 % of our electricity from renewable sources (including electricity supplied to PGMs operations up until the date of demerger 31 May 2025). All of our South American operations (Brazil, Chile and Peru), as well as our operations in Australia, are powered by 100% renewable electricity.

Please refer to Climate Change section on page 113 of this report for more information on Scope 2 – renewable energy.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

GRI 305 Air quality and operational emissions

We aim to maximise the integration of environmental insights into operational process management to ensure that we continue to avoid or minimise impacts on the environment and communities. Practical and actionable environmental systems and tools, supported by intensive operations-monitoring and digital-monitoring networks, are key components for implementing our digital environmental-management systems and controls, as appropriate.

Strategy and approach

We recognise that all operational emissions – such as particulate matter, dust, greenhouse gas (GHG) and non-GHG emissions, noise and vibration – can impact environmental health at any stage of the mining lifecycle.

Our approach to managing environmental emissions and risks seeks to improve people's lives by providing a proactive framework for how we manage and monitor these emissions from our sites: implementing monitoring stations, integrating data, digital monitoring and robust standards into operational routines to drive ownership at the site level, and increase transparency in the reportability and management of our operations.

Following the launch of our Non-Greenhouse Environmental Emissions Management Standard in 2024, which includes noise and vibration management, all operating sites received mandatory requirements and targets for managing operational emissions. Between 2024 and the first quarter of 2025, operational sites completed self-assessments to evaluate compliance, identify gaps, and develop action plans aligned with the standard's three-year validity period.

These action plans aim for full compliance by 2027 in accordance with the Standard's requirements in the indicated areas. To ensure progress, 'champions' at both the business and site level oversee implementation, and evidence-review from the actions supported by our management tools.

Governance

The Non-Greenhouse Environmental Emissions Management Standard (AA TS 014), supported by its Implementation Guidance, defines the mandatory minimum requirements for managing air quality, noise and vibration emissions that affect social and environmental receptors.

Operations are accountable for implementing emissions controls, regulatory reporting and stakeholder engagement. Owing to varying regulatory requirements across our operating jurisdictions, ultimate responsibility for environmental management rests at the site level. An aggregated view of site and business performance is prepared for internal Group monitoring and reporting. Key metrics – including Level 3 to Level 5 environmental incidents and progress against strategic work programmes – are periodically shared with the Board's Sustainability Committee.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information about our SHE Policy see [GRI 2-23 Policy Commitments](#) on page 27.

Managing risks and opportunities

Many of the jurisdictions where we operate enforce strict regulatory frameworks, including stringent air-quality, noise, and vibration requirements, as part of our licences to operate. Non-compliance with the operational emissions limits of our mines, processing facilities and smelters could lead to operational suspensions – along with environmental fines, and reputational risk. Moreover, surrounding communities may be affected by air-quality impacts, thus underscoring the importance of rigorous compliance and proactive management.

Considering the geographic context, proximity to communities, and areas of high biodiversity, we have strengthened our control, monitoring and predictive-analysis measures to ensure regulatory compliance, address stakeholder concerns, and mitigate risks to our ongoing licence to operate.

In doing so, we are prioritising advanced technologies that enhance predictive analytics, monitoring, and control, supported by the implementation of our Non-Greenhouse Environmental Emissions Management Standard. These measures help build trust with communities and stakeholders, minimise operational disruptions, and assist in ensuring compliance with both local and Group-level environmental requirements.

Air quality performance – GRI 305-7

Targets

We aim to have no Level 3 or above environmental incidents.

Indicators

Level 3-5 environmental incidents: 0

SO_x and NO_x emissions

For 2025, there was a year-on-year reduction (compared to 2024) of 44% in sulphur dioxide (SO₂) and 14% in nitrogen dioxide (NO₂) emissions, respectively. This was primarily driven by the demerger of the PGMs business at the end of May 2025, which accounted for 38% of the Group's SO₂ emissions and 12% of its NO₂ emissions in 2024.

The 2025 Group SO₂ and NO₂ emissions data excludes PGMs' smelters and refineries (for the period to end-May when these assets were divested), as the reporting of this data is aligned to the South African National Atmospheric Emissions Inventory System (NAEIS) reporting requirements. This regulatory reporting cycle runs from March to March, rendering 2025 and 2024 data incomparable.

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Noise management

Targets

We aim to have no Level 3 or above environmental incidents.

Indicators

Level 3-5 environmental incidents: 0

Activities in 2025

In 2025, we advanced the integration of real-time and predictive data to strengthen environmental controls across our operations. These initiatives focused on continuous monitoring and proactive management of air quality, noise and vibrations through integrated technology and predictive analytics.

During 2025, we have been working on the implementation of a platform that allows us to integrate a predictive model and monitoring of air-quality conditions for our operations (PxM). Through this type of resource, we are making advances in identifying what air quality will be like within a certain period of time, according to the needs of each of the operating sites. This predictive approach enables more preventative-control measures to be executed timeously, eliminating or mitigating potential adverse conditions and impacts. Furthermore, the platform is enabling more integrated weekly mine planning, allowing appropriate resources availability and control execution, covering such areas as dust abatement equipment, application of suppressants and other control measures.

As a result, we have hence been able to focus on our operations according to the materiality of their risks, through being able to use automated tools in real time that include the monitoring of air quality, noise and vibrations. This is facilitating the implementation of appropriate controls that allow us to minimise our impact on our employees, the environment and host communities.

We have also been improving the implementation of noise-monitoring data in our fleet-management platform. This has allowed us to avoid having high concentrations of vehicles in areas where noise could be amplified in the nearby community, or where adverse environmental conditions (e.g. night time, prevailing winds, dust, etc.) could materialise.

The implementation of predictive-monitoring initiatives has demonstrated the feasibility of an integrated operational management system that takes into account broader environmental parameters such as air, water, climate and biodiversity, delivering greater value and positive impacts for the environment and for host communities.

Next steps

We will continue to enhance real-time data, predictive-monitoring and digital-control systems, integrating them into the Non-Greenhouse and Business Environmental Emissions Management Standard.

Opportunities will be assessed to expand monitoring and forecasting to additional variables based on material impact. We also aim to increase transparency by sharing real-time data and forecasts with our external stakeholders, including local communities and regulators.

Material Matter: Mineral residue management

The metals and minerals we mine are vital to deliver a sustainable future. At Anglo American, we understand the imperative of delivering the materials society needs while protecting our planet.

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).

After the completion of mining and processing, we are left with a mineral residue that is generally made up of two principal components:

- In-situ waste rock that is mined to expose the ore and placed on approved waste dump facilities
- Processed mineral residue; the mineral waste that remains after the mined ore is processed to separate the valuable metals or minerals from the host rock, including fine tailings, coarser discard, rejects or slag.

Strategy and approach

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.

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.

» To view the full standard and policy
Visit www.angloamerican.com/tailings

Group Geotechnical Standard for Mining

This standard 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

- » For more information on our sustainability governance see [GRI 2-9](#) on page 8.
- » For more information see [GRI 2-5 External Assurance](#) on page 5.
- » For more information on Group Policies
Visit www.angloamerican.com/policies-and-data

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.

Governance

Tailings

To support proper management and oversight of our TSFs, we have additional lines of internal and external operational support and assurance.

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.

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.

Conformance with the standard and associated technical specifications is approved by the accountable executive, then verified by second-line assurance and reported to the chief technical officer, the chief executive officer, and the Board and its Sustainability Committee. An independent third line is provided by Anglo American's internal audit function, which could include external and independent consultants based on the objectives of the audit. Findings are reported to the Board's Audit Committee. For the Very High and Extreme Consequence Classification facilities, the level of conformance and accuracy of disclosure has been verified by independent multi-disciplinary third parties. The external validation generally supports the self-assessments disclosed in 2024.

Tailings management is embedded in our executive remuneration, with executive director and senior management long-term incentive schemes including targets related to tailings management.

Waste-rock dumps

The management and governance of waste rock dumps are covered by our Geotechnical Standard for Mining and are also subject to assurance by applying the Risk Management and Internal Audit Three Lines Model. This model ensures that there is well-defined responsibility for risk management in the organisation. The first line is undertaken by sites (self-assessment); the second line is delivered by the external Geotechnical Review Board and Operational Review Audit (either annually or every second year, based on our assessment of the risk); and the third line is provided by our risk management and internal audit team.

Managing risks and opportunities

Managing tailings and waste-rock dumps

As the world's demand for raw materials has grown substantially in recent decades, and as the grades of many ores have decreased over time, the cumulative volumes of mineral residue have increased exponentially.

Anglo American has identified tailings dam failure as a principal risk, including the possibility of outer-wall collapse or overtopping. Given the potential severity, 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.

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. 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.

» For more on our managing risk effectively
See pages 112-120 of our Integrated Annual Report 2025

Where possible, and if deemed to be the optimal solution, we try to place tailings and waste rock together to reduce environmental impact, improve stability of the outer walls of the TSF, and minimise the disturbed area. This also reduces water evaporation losses and optimises our mine-closure efforts.

Waste-rock dumps are reviewed annually to determine if the risk of the structure has changed over the past 12 months with the expansion of the dumps. In 2025, the annual waste-rock-dump report indicated that all waste-rock dumps in the managed portfolio have remained unchanged in their risk profile; i.e. the risk of failure remains low. No failures were recorded and none are anticipated with the current design, implementation and risk management controls in place.

Environmental geochemistry

Mineral residues generated as a by-product of mining and smelting, including waste rock, tailings, spent ore and slag, may produce problematic drainage such as acidic, neutral metalliferous, saline and/or nitrate drainage. We assess the potential hazards using the internationally accepted methodologies set out in the Global Acid Rock Drainage Guide, as well as any specific tests required by local legislation. In addition, we continue to characterise our fresh tailings samples to confirm variability.

» For more information on our approach to managing tailings safely,
see www.angloamerican.com/managing-tailings-safely

Targets

Aligning with the GISTM

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.

» To view our tailings database
Visit www.angloamerican.com/tailings

Indicators

Processed mineral residue facilities

- 45 Managed in total
- 19 In active use
- 17 Inactive or in care and maintenance
- 9 Closed or rehabilitated

Activities in 2025

Engaging communities

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.

Technology and innovation

Instrumentation and analyses

We have a specific focus to continuously expand the instrumentation at our facilities to measure both stresses and strains in various methods, with the aim to better understand facility behaviour and performance. The baseline instrumentation remains piezometers, inclinometers and InSAR, but is also being extended, where of value, to include, inter alia, tensiometers, fibre-optic cables, total-stress cells and micro-seismic measurements.

This instrumentation, combined with advanced deformation analyses, redefining performance objectives based on rigorous geotechnical and other models, has the ultimate goal to move us towards performance-based instead of prescriptive design.

Hydraulic dewatered stacking

Anglo American has invested in the development of a new tailings-management approach, called hydraulic dewatered stacking (HDS), which is an engineered co-disposal approach utilising a fines-free sand that is derived from the tailings themselves to create a desaturated tailings facility through passive in situ dewatering.

A large-scale demonstration was completed as per plan at our El Soldado copper operation in Chile in late 2024. A second geotechnical site investigation was completed in the second quarter of 2025, confirming the desaturated nature of the facility (the results were presented at Tailings and Mine Waste 2025). Focus in 2025 has been on the design, construction and assembly of a new sand-placement unit, able to place sand berms at more than 250 tph (solids). This has progressed well in 2025 and field trials are on schedule for completion in the first quarter of 2026.

Studies are ongoing considering the full or partial implementation of HDS at certain of our copper assets. We have also signed a development and licence agreement with another mining company which is initiating its own tests and trials, also considering applications in copper.

This innovative approach delivers several advantages:

- Safety – a desaturated facility reduces the risk of catastrophic failure through the rapid removal of water
- Water – additional water recovery increases the resilience of the operation and reduces stresses on continental water resources
- Closure – delivering access across the facility significantly reduces closure costs, while water reduction mitigates long-term seepage into groundwater.

Filtered tailings

At our Minas-Rio iron ore operation, we are commissioning a new tailings-filtration plant that will dewater the flotation tailings from the beneficiation plant. The new plant will reduce the deposition rate on the existing tailings facility, thereby extending its life, while increasing water recirculation and re-use. This technology is also planned for use at our Sakatti project.

Mine backfilling

Where it is feasible, mine backfilling has the benefit of stabilising underground workings and reducing the need for above-ground storage of tailings. This technology is currently being planned for use at the Sakatti and Los Bronces Underground projects.

In-pit deposition

Studies are ongoing to assess the technical and financial feasibility of controlling aspects such as ore sterilisation and groundwater impacts at other assets, including our Minas-Rio, Sishen and Voorspoed mines. At Gahcho Kué, we have successfully transitioned from an external above-ground TSF to in-pit deposition. This change eliminates, rather than merely reducing, our exposure to TSF-related acute catastrophic risks.

Re-mining and removal

We are evaluating re-mining one of our TSF facilities at our El Soldado copper operation and are in the process of removal of the Perez Caldera TSFs at Los Bronces. The feasibility of these initiatives is supported by environmental benefits, risk management by elimination, and commitments to potentially affected communities and stakeholders. The environmental benefits include footprint reduction and the opportunity for land re-purposing instead of facility closure.

Waste-rock dumps

The programme to continue with compliance to design, monitoring of the slopes and water/pore pressures within the waste-rock dumps has been identified and communicated to the relevant operations. The Isometrix platform is used to monitor the progress of the activities to enhance waste-rock-dump risk management.

Next steps

Anglo American continues to undergo external third-party validations of our TSFs' conformance to the GISTM. We will

continue to enhance our monitoring of the performance of our facilities and concentrate further on effective operational geotechnical and geohydrological risk management to ensure that all controls are adequate and effective.

With the current risk-management systems, processes and governance in place, no waste-rock-dump stability issues that impact the business are anticipated.

GRI 306 Non-mineral waste and material stewardship

GRI 301-1, 301-2, and 302-3 indicators related to materials used to produce and package our products, recycled input materials used to manufacture our primary products and services, and reclaimed products and their packaging material are not relevant; instead, we choose to focus reporting on hazardous and non-hazardous non-mineral and mineral waste, and the GRI Mining 14.5 (Waste) and 14.6 (Tailings) disclosures.

The following disclosures are related to GRI 306.

Strategy and approach

We strive to embed circular-economy principles across our business, ensuring that we provide essential materials in a sustainable and responsible manner while actively working to eliminate waste in all its forms. Our goal is to unlock opportunities that reduce waste in our products and optimise mining processes to improve waste handling and management.

We aim to minimise our environmental footprint by applying the waste-management hierarchy, continuously innovating how we assess, manage and process mineral waste. By transforming waste into valuable resources where feasible, we are working to close the loop and create a more sustainable future.

At Anglo American, we are committed to the three basic principles of the circular economy: designing-out waste and pollution, keeping products and materials in use, and regenerating natural systems.

This approach helps address global challenges such as climate change, biodiversity loss, waste and pollution by decoupling economic activity from the consumption of finite resources, focusing our efforts on reducing waste generation, emissions, energy consumption and increasing our use of renewable energies in our processes.

Governance

Non-mineral waste

Non-mineral waste management fits within our Hazardous Materials Standard (AA TS 031) and its guidelines for implementation. Additionally, it leverages our SHE Way Policy and SHE Way Standard (AA TS 019) for effective management and implementation in our assets.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

» For more information about our SHE Policy see [GRI 2-23 Policy Commitments](#) on page 27.

Managing risks and opportunities

Many of our flagship initiatives are already circular in nature and help us both mitigate the risks and realise the opportunities related to circularity. For example:

– FutureSmart Mining™ integrates innovation in sustainability and technology in all our operations, which has allowed us to develop pilot projects through the reprocessing of our mining waste (slag/tailings), which has allowed it to be used in the paving of urban roads and inside our operations, along with the development of street furniture for public spaces. Some key technological and operational advancements related to Mineral Residue Management:

- Advanced facility instrumentation: Deployment of upgraded monitoring and control systems to enhance the characterisation of facility behaviour, operational performance, and geotechnical stability.
- Hydraulic Dewatered Stacking (HDS): Implementation of an engineered co-disposal methodology that uses fines-free sand derived from tailings to construct an in situ, passively desaturated tailings stack, improving geotechnical performance, stability, and long-term resilience.
- Commissioning of a new tailings filtration plant: Installation of a filtration system to dewater flotation tailings, reducing deposition rates at the existing tailings storage facility, extending facility life, and significantly increasing water recovery, recirculation, and re-use.

– Our responsible mine-closure programme is finding ways to continue to extract value from end-of-life mines as part of a broader remit to support local communities.

We believe that we have a real opportunity to make better use of our land and waste, transforming ecosystems through nature-based solutions that support our biodiversity and climate goals, reducing impact and responsibility. Technological innovations are opening-up new possibilities for turning mining waste into valuable products, and this area is gaining momentum.

Targets

We aim to implement the waste-management hierarchy to avoid and reduce waste generation, maximise re-use, recycling, recovery, and valorisation, and ensure that disposal is only the last resort. We achieve this by minimising waste at the source and diverting materials from landfills towards productive uses, in alignment with the principles of the circular economy. This means managing resources responsibly throughout their entire lifecycle – from procurement, through operations, to final disposal.

Our Group-wide dashboard for non-mineral waste enhances our ability to track and understand diversion rates, reducing landfill contributions and highlighting opportunities for further improvement.

In 2025, Anglo American sent 41,918 tonnes of waste to landfill, while 195,860 tonnes were diverted from landfill, representing an 82% diversion rate. This reflects an 11% improvement compared with 2024 (2024 diversion rate:

71%). This figure includes the contribution from the PGMs business which demerged from the Group on 31 May 2025. This improvement was also driven by a combination of factors, including strengthened operational controls, enhanced waste segregation practices, and the optimisation of data validation and reporting processes across the business.

In 2025, total waste disposed decreased substantially to 237,777 tonnes, compared with 602,483 tonnes in 2024. This year-on-year reduction was driven primarily by the

planned ramp down of activities at the Woodsmith project, which resulted in a significantly lower volume of project development and construction related waste compared with 2024. In addition, methodological improvements introduced during the 2025 reporting cycle corrected legacy inconsistencies identified in the previous year, further contributing to the reduction.

Indicators

GRI 306-3 to 306-5

Waste generated, diverted from disposal, and directed to disposal:

Non-mineral waste

Waste to Landfill		
Total waste disposed to landfill	tonnes	41,918
Hazardous waste to legal landfill	tonnes	25,206
Non-hazardous waste to legal landfill	tonnes	16,712
Waste not sent to Landfill		
Total waste re-used/recycled	tonnes	154,270
Non-hazardous waste re-used/recycled	tonnes	75,028
Hazardous waste re-used/recycled	tonnes	79,243
Waste incinerated with energy recovery	tonnes	3,851
Hazardous waste incinerated with energy recovery	tonnes	990
Non-hazardous waste incinerated with energy recovery	tonnes	2,861
Waste incinerated without energy recovery	tonnes	15,739
Hazardous waste incinerated without energy recovery	tonnes	11,718
Non-hazardous waste incinerated without energy recovery	tonnes	4,021
Total Biologically treated waste	tonnes	22,000
Hazardous waste – biologically treated	tonnes	21,470
Non-hazardous waste – biologically treated	tonnes	530
Waste with unknown disposal method	tonnes	No Value
Total waste disposed	tonnes	237,777
Diversion rate	%	82%

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Activities in 2025

In 2025, we progressed studies evaluating mineral waste as potential construction material to reduce our mining footprint and lower cement use, thereby decreasing local carbon impacts. A pilot project in Chile, in collaboration with local authorities, used our own tailings and inert slag to build a section of the access road to our Las Tórtolas facility. We also worked with regulators to enable legislation for reclassifying mineral residues for construction, supporting carbon-footprint reduction.

Across sites, progress was made on circularity strategies, indicators and programmes along the value chain, fostering long-term partnerships with suppliers, customers and local authorities. These collaborations aim to improve traceability along fragmented value chains, as well as identify and measure sustainability indicators most relevant to stakeholders.

Next steps

In 2026, we will advance circularity across our business by promoting waste management and innovative projects aimed at reducing our environmental footprint. We will strengthen relationships with suppliers, customers and local authorities to drive initiatives supported by KPIs, policies and programmes to ensure alignment with our circularity principles.

We will continue to explore decarbonisation opportunities to reduce the carbon footprint of the metals we supply, including laboratory-level testing, research and pilot projects to develop commercial partnerships and certify products. This includes applications such as construction materials, agricultural support and other industrial uses to maximise environmental and operational benefits.

By managing non-mining and mining waste under circularity principles, we aim to ensure operational continuity, regulatory compliance and long-term sustainability.

Thriving Communities

LIVELIHOODS

GRI 201 Economic Performance

GRI 201 Direct Economic Value Created and Distributed

Refer to the Integrated Annual Report consolidated financials and P&L statements.

GRI reference

201-1.a

Direct economic value generated and distributed (EVG&D), reported as:

201-1.a.i

Direct economic value generated: Revenues: \$22,272 million

201-1.a.ii

Economic value distributed:

Operating costs per income statement (After special items and remeasurements): \$ 21,710 million

Employee wages and benefits, reported as Total Wages and related payments (minus social security): \$ 3,261 million

Payments to providers of capital: \$2,001 million

Payments to government by country: \$1,714million

Community investments: \$ 128 million

201-a.iii

Economic value retained: 'direct economic value generated' less 'economic value distributed':

Economic performance*

US\$ million ⁽¹⁾	2025	2024
Revenue	22,272	27,290
Operating costs	21,710	27,518
Employee wages and benefits	3,261	3,989
Payments to providers of capital ⁽²⁾	2,001	2,426
Payments to government	1,714	1,390
Community investments ⁽²⁾	128	145
Economic value retained	(6,542)	(8,178)

*Includes data from financial statements prepared in accordance with IFRS, in line with GRI 201. Operating costs exclude employee wages and benefits

⁽¹⁾The economic performance table reflects data for both continuing and discontinuing operations for 2025.

⁽²⁾Payments to providers of capital and community investments information is provided on a cash-basis.

201.b

Where significant report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.

Not reported.

201-2

Financial Implication and other Risks and Opportunities due to climate change

See our [Climate section](#) (pages 69-80) and the TCFD table (pages 159-164) in our Integrated annual report 2025.

www.angloamerican.com/annual-report-2025

201-3

Defined benefit plan obligations and other retirement plans

Refer to pages 335 – 340 of the Integrated Annual Report 2025.

201-4

Financial assistance received from the government

We are looking to provide a more granular breakdown of other items covered in GRI 201-4 than provided in previous years but the full information was not available at the time of publishing this report.

GRI 203 Indirect Economic Impact

GRI reference

203-1.a

Extent of development of significant infrastructure investments and services supported.

203-1.b

Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.

203-1.c

Whether these investments and services are commercial, in-kind, or pro bono engagements.

203-2 Infrastructure investments and services supported

GRI reference

203-2.a

Examples of significant identified indirect economic impacts of the organisation, including positive and negative impacts.

203-2.b

Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.

Procurement

In 2025, our operations spent approximately \$11.7 billion (2024: \$13.7 billion) with suppliers, of which \$10.6 billion was with local suppliers (2024: \$12.1 billion). Our expenditure with designated suppliers (Black Economic Empowerment in South Africa, Indigenous communities in Canada and Aboriginal suppliers in Australia) was \$2.2 billion (2024: \$3.4 billion), representing 19% of total supplier expenditure, including \$2.3 billion with host communities in the direct vicinity of our operations (2024: \$2.3 billion).

GRI 207 Tax

For detail regarding

207-1

Our approach to tax

207-1

Tax governance, control, and risk management

207-3

**Stakeholder engagement and management of concerns
related to tax**

and

207-4

Country-by-country reporting

Please see our dedicated Tax and Economic Contribution Report 2025, and our country-by-country report 2025 (which will be released later in 2026 and will be available in our [Reports Library](#) (under mandatory information) along with prior years).

Please refer to the Anglo American ESG Factbook / Sustainability Data 2025 excel download for more information.

» www.angloamerican.com/esg-factbook-2025

Material Matter: Economic impact on producer countries

The value we add comes in many forms. By employing people, paying and collecting taxes, spending money with suppliers and undertaking community and social investments, we make a significant positive contribution to both host communities and their regional and national economies. Most of these are in developing countries. Thanks to the multiplier effect, our total economic contribution extends far beyond the direct value we add. And our contribution does not stop there, with payments to providers of capital also providing returns to lenders and shareholders.

Our approach and policies

Tax

Everything Anglo American does in relation to tax is guided by our Board-approved [Tax Strategy](#) which applies to all taxes and to all managed businesses, operations and physical locations, in all jurisdictions in our Group.

Our published Tax Strategy was originally written in 2017 but it has been reviewed annually ever since and updated where relevant to ensure it remains grounded in progressive and sustainable thinking in respect of the management of tax and reflects the Group's Purpose of re-imagining mining to improve people's lives.

It is based on five key principles:

- (1) Governance overseen by the Board
- (2) Aligned with the Group's Values, Purpose and Sustainability Strategy
- (3) Pay the right amount, at the right time, in the right place and respect the spirit of the law
- (4) Only use business structures driven by commercial considerations, aligned with business and substance
- (5) Seek to engage positively and constructively.

Our Tax Strategy and the approach outlined in it embrace international best practice. In particular, we endorse:

- The [Responsible Tax Principles](#) of The B Team (a not-for-profit initiative that aims to encourage a better way of doing business)
- [Best Practices for Good Governance](#) released by the European Business Tax Forum (EBTF) in partnership with The B Team and the Tax Executives Council
- Business @OECD (BIAC)'s [Statement of Best Practices for engaging with tax administrations in developing countries](#) ('the Best Practices')
- OECD's [Tax Morale II: Building Trust between Tax Administrations and Large Businesses report](#).

The economic value we add

Below we consider how each of our main stakeholder groups benefits economically.

Employees Our people are critical to all that we do. Local recruitment policies help to deliver economic value to host communities. We aim to ensure that wages are competitive in the market to retain and attract the talented colleagues who are at the heart of our business performance and our ability to deliver the ambitions that we have.

Governments The taxes we pay (and collect) and the royalties we pay, add economic value to a country. They are levied by tax administrations to fund socio-economic projects in line with their government's ambitions.

We see the taxes and royalties that we pay as a critical part of our licence to operate and we are proud that we pay them in the countries where we undertake our economic activities.

Suppliers We aim to deliver economic value to communities by our policies on inclusive procurement and supporting local suppliers.

By investing in local suppliers, we increase the wealth of the people who live and work in the countries in which we operate. In this report, we demonstrate the total procurement spend for each key operating country and, furthermore, show the relevant amount of local procurement by comparison. This helps our stakeholders understand the benefits that arise as a result of local procurement.

Communities Another key element of our economic contribution to society is our investment in our communities. This collaboration with local partners addresses local needs, provides skills and education, and builds sustainable local economies that are less dependent on our mines.

Broadly, community and social investment (CSI) consists of charitable donations, community investment and commercial initiatives. A breakdown of CSI by type is included on page 98 of the Integrated Annual Report.

There must, however, be a clear and primary element of public benefit. We prohibit the making of donations for political purposes to any politician, political party or related organisation, an official of a political party or candidate for political office in any circumstances, either directly or through third parties.

Examples of CSI include the funding of community partnerships which address social issues, the costs of providing public facilities to community members who are not employees or dependents, the marginal value of land or other assets transferred to community ownership and income creation schemes or mentoring/volunteering initiatives that do not have a principally commercial justification.

Investors Investors who share in the risks of the Group via debt funding are compensated via interest payments. Investors who purchase shares in the Anglo American Group receive a return via dividends, or occasionally, via a share buyback programme.

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

In 2025, we distributed \$20.8 billion of cash value to our stakeholders as detailed below:

\$3.3 billion paid to our employees through wages and related expenditure

\$3.7 billion paid in taxes and royalties borne and taxes collected

\$11.7 billion paid to suppliers (including in respect of capital investment)

\$0.1 billion spent on Community and Social Investment (CSI)

\$2.0 billion paid to providers of capital.

» For more information on our Tax and Economic Contribution Report Visit www.angloamerican.com/tax-economic-contribution-report-2025

Procurement

In 2025, our operations spent approximately \$11.7 billion (2024: \$13.7 billion) with suppliers, of which \$10.6 billion was with local suppliers (2024: \$12.1 billion). Our expenditure with designated suppliers (Black Economic Empowerment in South Africa, Indigenous communities in Canada and Aboriginal suppliers in Australia) was \$2.2 billion (2024: \$3.4 billion), representing 19% of total supplier expenditure, including \$2.3 billion with host communities in the direct vicinity of our operations (2024: \$2.3 billion).

Local spend numbers indicate spend on suppliers based in the relevant country of operation, whereas host-community spend numbers reflect expenditure with suppliers based in communities in the direct vicinity of our operations.

Our approach to host-community spend aligns with national and regional policies that are designed to increase opportunities for previously marginalised groups. These include the First Nation Impact and Benefit Agreements in Canada, the promotion of Aboriginal procurement in Australia, and Broad-Based Black Economic Empowerment in South Africa.

2025 Total taxes and royalties borne and taxes collected: developing vs developed countries \$m

Developing



Developed



Total

\$3,738

Material Matter: Economic development of communities

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.

Strategy and approach

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.

» For more information on the Social Way see [GRI 2-23](#) on pages 27-28.

Supporting jobs in our communities

We are ambitious in our support for host communities. Depending on the lifecycle of our mining operations, we work to facilitate both mining and non-mining opportunities to foster long-term employment opportunities, through and beyond the life of mine.

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.

Catalysing regional growth and supporting resilient economies ensures we meet our commitment to build thriving communities. In turn, this strengthens the foundations on which stakeholder trust is built, enhancing our position as a leading regional development partner.

Governance

A key metric for driving and measuring our progress on fostering economic development is the Group's livelihoods target. This target is included in the CEO's Business Scorecard that is reviewed by the Board's Sustainability Committee.

To make sure we continue to progress in this area, our livelihoods target is embedded in our executive remuneration schemes.

Equally, to maintain accuracy and transparency, our livelihoods target undergoes external assurance and is audited as part of the year-end reporting process.

» For more information on our sustainability governance see [GRI 2-9](#) on page 8.

» For more information see [GRI 2-5 External Assurance](#) on page 5.

Managing risks and opportunities

Our operations are often located in remote or rural areas with limited economic activity beyond mining and high levels of economic inequality and unemployment, particularly amongst youth. Joblessness dominates many domestic policy agendas and is a perennial issue in community consultations.

In response, we work to unlock diversified employment opportunities that will enable the communities in which we operate to improve livelihoods. As mining involves the stewardship of finite resources, transitions and closures are an integral part of our operations. Creating sustainable job opportunities beyond mining through our livelihoods and CRD initiatives is particularly important in mitigating risks to changing workforce skills.

Our partnership-focused approach enables us to achieve deeper and broader impact than would have been possible for us acting alone. Collaboration helps to nurture the trust that assists in catalysing change and creating long-term sustainable growth.

Targets and progress

We achieved our 2025 milestone of supporting three jobs off site for every job on site by year-end 2025. By the end of 2025, we had supported 165,286 off-site jobs since the launch of our SMP in 2018 and, in 2025, we supported 3.4 off-site jobs for every on-site job (2024: 2.9).

Activities in 2025

In support of our Sustainability Strategy, we have matured our CRD model and implemented programmes that continue to contribute to the achievement of our livelihoods target.

Locally developed solutions

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.

South Africa

At our Venetia diamond mine, we unlock economic development mainly through agriculture and enterprise development, driving progress in agriculture, market access and innovative business support models across the Blouberg and Musina local municipalities.

Through the Blouberg Agriculture Hub (Agri Hub), we support over 300 hectares of potato and vegetable production by providing access to mechanisation, affordable inputs and markets. This initiative, delivered in partnership with the Agricultural Development Agency (AGDA), LIMA Foundation, Potato SA and ABSA, is creating sustainable income streams for local farmers. Agricultural diversification was further fostered through livestock development programmes and the revival of poultry

farming, supported by investment in infrastructure, capacity building and enterprise development.

To extend enterprise development services to remote communities, Venetia launched the Mobile Business Hub in Blouberg and opened a new business hub in Musina. These hubs provide supplier onboarding, funding solutions and advisory support. Additionally, the Palesa Grant Fund, financed through social investment contributions of contractors, injected catalytic capital into small businesses, enabling local entrepreneurs to scale operations.

In 2025, Kumba Iron Ore advanced its commitment to reducing dependency on mining by delivering outcome-based results in agriculture and other alternative sectors. Through strategic partnerships and innovation, we are creating sustainable livelihoods that endure beyond the life of mine.

Agriculture remains a cornerstone of economic activity in the Northern Cape, and this year we accelerated progress through the roll-out of AgriGate, our agriculture centre of excellence. Building on the 2024 pilot, AgriGate became fully operational in 2025, driving skills development and enterprise incubation across the agricultural value chain. A key highlight was the launch of an apprenticeship programme at Iron Orchard farms, where pistachio and pecan nut trials are under way in partnership with leading commercial farmers. These initiatives aim to attract and retain young people in agriculture and related value chains.

Alongside agriculture, we progressed enterprise and supplier development through Zimele, providing SMMEs with incubation, capacity building and market access to foster resilient, growth-oriented businesses. The Impact Finance Network (IFN), through its core services, strengthened ecosystem building by identifying investment-ready early- and growth-stage businesses rooted in the Northern Cape. Today, the pipeline spans diverse sectors, including healthcare, innovative finance and fintech, agriculture and agri-tech, skills and workforce development and placement, logistics and manufacturing, and renewable energy and clean-tech. In addition to its core services, the IFN has identified enterprises outside the Northern Cape that are interested in establishing a presence in the region. This approach signals growing investor appetite and confidence in the region's potential, while introducing innovative businesses that complement local economic priorities.

To embed CRD across the Limpopo, North West and Northern Cape region, the Impact Catalyst, a Public Benefit Organisation, was established a few years ago. Since its establishment, the Impact Catalyst has worked on more than 70 projects, including the Limpopo Road Safety project, an ICT school infrastructure project, a livestock programme in the Northern Cape and the establishment of a fresh-produce market in Rustenburg. An independent evaluation was conducted in 2025 to assess the Impact Catalyst's achievements in relation to its original goals to ensure that it is well set up for delivering positive outcomes in the future. The organisation is currently in the process of implementing the recommendations of the assessment, including an organisational restructuring, to ensure strategic alignment and that it is fit for purpose.

Botswana

In February 2025, our De Beers business entered into a new sales and mine-licence extension agreement with the Government of Botswana, which included a commitment to work together to establish the Diamonds for Development Fund. This will be an independent, targeted economic development fund to support Botswana's economic growth, diversification and job-creation initiatives, with its focus areas to be informed by a CRD spatial analysis conducted in 2024 by the De Beers project team established to lead preparatory activity.

Significant progress has been made on the establishment of the Fund and specifically the development of the Fund's governance structures, operating platform and programme architecture – including the preparation of a first suite of proposals for Board consideration. It is hoped that the Fund will launch in the first half of 2026.

Peru

Owing to a high level of informal employment, our livelihoods programmes at Quellaveco focus on creating formal jobs – directly and indirectly – through training and capacity-building, productive development and entrepreneurship programmes. For example, our flagship programme Moquegua Emerge concluded in 2024 and was evaluated using an innovative Social Return on Investment (SROI) methodology, delivering outstanding results: \$3.30 for every dollar invested in youth employability and \$5.40 for enterprise development. In 2025, we joined the Por Más initiative, which is supported by the Inter-American Development Bank Lab and the State Secretariat for Economic Affairs of Switzerland (SECO), to close Peru's digital-skills gap and expand formal employment for youth.

Our commitment to Moquegua's economy is evident in programmes like Agro Quellaveco, which has given 452 smallholder farmers access to credit of more than 38 million soles (\$10.8 million). The Quellaveco Fund has provided funding of more than 35 million soles (\$9.3 million) over 11 years to local organisations, benefiting more than 28,000 people.

After a strategic review in 2024, Moquegua Crece, the CRD platform in Peru, changed its focus to establish the region as a leader in water-efficient growth. As part of this new direction, the platform aims to increase knowledge on water-related issues, promoting the adoption of technologies and sustainable practices that optimise the use of this resource. The platform partners, which include Anglo American, Engie Peru, Mitsubishi, the International Finance Corporation (IFC) and the Regional Government of Moquegua, agreed to adopt new technologies and sustainable practices that maximise crop yields while minimising water usage. An independent non-profit organisation since 2023, Moquegua Crece is now working with its partners to implement the new strategy and become a sector think-tank and technical assistance facility.

Chile

Given our strong presence in the communities where we operate, creating quality jobs remains a key expectation of communities. To address this, we launched our Territorial Employability Plan in 2025, which is built on three pillars: Preparing for Employment; Promoting Entrepreneurship – including agricultural innovation and social inclusion; and

Developing Local Suppliers, focusing on integrating SMEs and start-ups into our value chain and the ones of other industries.

These pillars are strategically aligned with our EmpleaT and Emerge programmes, which aim to enhance skills for quality employment and foster sustainable businesses. To date, over 6,300 participants have graduated, 70% women and youth. The programmes have shown impressive results to date: 65% of EmpleaT participants have obtained a job within six months, and 69% of Emerge entrepreneurs have increased revenues.

To support entrepreneurship, we strengthened our ties with the National Agriculture Agency (INDAP) to support small farmers integrating new technologies for more efficient water use, reinforcing resilience in local agriculture. We continue implementing our climate-resilience pilot that introduces drought-resistant raspberry varieties in the central zone in partnership with Pro Til Til and the Catholic University of Chile.

With regard to local supplier development, in 2025 we conducted a diagnostic to identify high-demand sectors and local-supplier potential. The pilot will continue in 2026, with the aim to generate positive local impact.

We have supported the development of the first hydrogen bus in Chile in collaboration with Colbún, Reborn Electric, Fundación Chile, Centro Nacional de Pilotaje and CORFO, which was inaugurated by the country's president in December 2024. In 2025, we obtained permits to operate the bus on public roads and completed long-distance tests, achieving a range of ~600 kilometres. We have received interest from potential buyers and are currently starting a process that will allow us to fulfil one of our proposed objectives: to promote high-complex industrial and Chilean innovation.

Brazil

To promote economic diversification in the Conceição do Mato Dentro region surrounding our Minas-Rio iron ore operation, the Crescer programme has been our flagship programme since its launch in 2023. In its current iteration, the programme supports 42 cheese producers to improve production processes and strengthen the regional Queijo do Serro brand. This initiative has boosted producers' income by 49% and earned 99 national and international awards across 33 cheese brands.

Tourism has been identified as another key sector for economic growth. To unlock opportunities, we have established a collaboration with 11 municipalities, civil society, and private businesses to implement the flagship tourism project Cordilheira do Espinhaço Scenic Road. Another opportunity identified in the region is coffee production, and we continue to provide technical and management assistance to producers participating in our coffee project.

At our Nickel business in Goiás, the Crescer programme has been running since 2021 and to date it has supported 172 milk producers, trained 109 youth and facilitated access to financing of \$500,000. Complementing Crescer, in 2024, a pilot was launched working with 42 local fruit producers. The project has signed a partnership agreement with the

Brazilian company CODEVASF for the donation of acai and blueberry seedlings to the programme participants.

PROMOVA, our supplier development programme, continues to support local suppliers and improve local procurement.

In 2025, we launched a pilot in collaboration with Generation Brazil to improve youth employment. The pilot provides management and sales training for young people, with the aim to place them in jobs with high local demand. The pilot has achieved strong job-placement rates, and an IT-focused training cohort will be launched in April 2026.

United Kingdom

In North Yorkshire, England, the location of our Woodsmith polyhalite project (Crop Nutrients), many of the livelihoods activities have focused on raising awareness of polyhalite, engaging key regional stakeholders around shared priorities related to sustainable agriculture, and becoming a visible, trusted presence within the regional food and farming ecosystem.

We attended a range of food and farming events, built relationships with key stakeholders including the combined and local authority's rural and climates team, the UK Agri-tech Centre, AHDB and Yorkshire Agricultural Society. This work has led to us being included in the York and North Yorkshire Combined Authority Local Growth Plan and a key player in the development of the North Yorkshire Council Food for the Future Framework.

We continued to deliver a business start-up programme and a range of activities supporting vulnerable young people. Throughout the year, we helped 50 people to find employment, with 30 new businesses and 39 new jobs being created.

The Social Response Plan continued through the first half of the year, working with the Department of Work and Pensions and the National Careers Service in providing support to those staff affected by the project slowdown.

The Anglo American cybersecurity apprentice programme has just started its fourth year, with another 4 apprentices joining the team. This brings the total number of apprentices to 18, with nine graduates retaining analyst roles within the company. The 'Made in Whitby' initiative continues to grow, now incorporating an Easter Festival working with English Heritage and additional funding from the council to support a wider number of events throughout the year.

The Woodsmith Foundation continues to provide financial support to local community projects in the boroughs of Scarborough and Redcar, and the North York Moors National Park. The Foundation's approach is to become embedded into communities to help to identify local needs, engage local people and organisations, encourage partnerships, make connections and develop capacity on the ground – creating the conditions for local change

Impact Finance Network

Since its establishment in South Africa in 2021, our Impact Finance Network (IFN) has expanded to eight countries across southern Africa and South America. With a focus on catalysing investments, accelerating impact and breaking

down the barriers that prevent the flow of capital to impact businesses, the IFN saw further growth in 2025.

The IFN provides bespoke pre-investment technical assistance to impact companies and then matches them with our global and local network of investors. Since 2024, we have started to explore the role that catalytic capital – capital that can take on disproportionate risk, be highly patient and unlock deals and growth for companies targeting impact outcomes – can play. In South Africa, we have piloted a small catalytic capital facility, while in Chile we are piloting a concessional debt facility.

To date, the IFN has provided technical assistance and matching to more than 162 companies globally, supporting more than 47,200 jobs and over \$157 million of third-party capital invested.

In southern Africa, more than 100 businesses have received or are receiving targeted technical assistance to become investment-ready. This support has supported more than 46,000 jobs and unlocked \$113 million in capital.

The focus of our activities in southern Africa in 2025 was on deepening our impact in our host provinces, taking the learnings from the catalytic capital pilot to enable the growth of the facility, seeking partnerships to drive long-term sustainability of the IFN model, and strengthening our network of SMEs and investors through our formal and informal events.

The IFN placed special emphasis on the Northern Cape in South Africa, building a pipeline of businesses that are either already operating in or are ready to expand into the Northern Cape. These businesses operate in sectors directly aligned with Kumba's strategic business and stakeholder priorities, such as agriculture and agri-processing, skills and education, logistics, and digital services, creating pathways for sustainable growth and regional resilience lasting beyond the life of mine.

We continued with our successful events in 2025, acting as the key partner for the ICA Zambia Conference in June, which plays a critical role in demonstrating the investment opportunity that Zambia holds.

Building on the success of our 2024 event at Prison Break Market in Johannesburg, we hosted our flagship IFN InvestFest at Victoria Yard in Johannesburg in October, which achieved the highest attendance to date. Over 450 participants joined, including 43 investment firms, 5 banks, 16 development agencies, 12 foundations, and 82 SMEs. Feedback highlights that the event drove relationships forward, with companies and funds in due diligence, contracts for services and products being signed, and ongoing discussions on collaboration under way.

A major highlight of the year was the announcement of our strategic partnership between the IFN and the UK Foreign, Commonwealth & Development Office (FCDO). The FCDO will contribute up to £4.5 million (\$5.9 million) over four years to accelerate investment readiness and unlock capital for high-potential enterprises in South Africa. This funding will expand IFN's technical assistance programme and strengthen its Impact Finance Facility, a pioneering catalytic capital model of flexible, patient capital designed

to help businesses in under-served regions secure and de-risk growth funding.

In South America, the IFN was further embedded and expanded across the continent. 21 IFN companies have raised more than \$43 million in funding since the IFN's inauguration in 2022.

In Chile, the IFN entered its third year, solidifying its place in the local-impact ecosystem. Since 2022, we have supported 41 impact-driven companies, with a strong emphasis on agricultural technology and climate solutions, including water, circular economy, and waste management. Building on the success of the catalytic capital pilot in South Africa, we launched a pilot in 2025 with Chile Global Ventures and IDB Lab to test the role of concessional debt in scaling green businesses.

In Peru, we brought UTEC Ventures into the IFN as a new implementation partner. In the coming months, the IFN will be incorporating 10–12 new companies, offering solutions in agricultural technology, agro-processing, digitalisation and water.

In 2025, we also launched an IFN pilot in Brazil, through our implementation partner Quintessa, selecting nine companies from over 85 applicants in sectors such as agriculture, infrastructure, logistics, edtech, health, and climate.

The South American IFN team took an active role in key industry forums and consolidated its role in the regional impact-investment ecosystem.

At an enterprise level – 2025 highlights:

SwiftVEE (South Africa): An agritech driving inclusive growth and climate resilience by digitalising livestock trade and agri-finance to unlock fairer markets, better prices, and stronger rural economies. SwiftVEE is Africa's leading online livestock and game-auction platform, using AI-powered price-matching, live streaming, and real-time bidding to connect farmers with buyers across southern Africa and beyond. By digitising trade and integrating tools like Lean Stream and PrysWys, SwiftVEE is transforming fragmented, climate-vulnerable agri-markets into connected, transparent, and resilient ecosystems. Partnering with SwiftVEE in the Northern Cape is helping local livestock farmers gain access to broader domestic and international markets.

Nilus (Chile): Signed a strategic agreement with Anglo American to deploy artificial ice reservoirs in high-Andean ecosystems, aiming to restore mountain environments and mitigate water scarcity. This initiative combines geoengineering, AI, and community engagement, reinforcing Anglo American's commitment to sustainable mining and climate resilience.

Universaude (Brazil): A HealthTech start-up driving efficiency, governance, and financial sustainability in public and private health systems. Its UniverCursos programme provides online training and mentoring for frontline health professionals. The pilot with public health system stakeholders in the host community around our Minas-Rio operation introduced new management tools and processes to improve hospital efficiency, strengthen monitoring and evaluation, and cost efficiencies.

Programmes contributing to the jobs-supported livelihood goal of the Sustainable Mining Plan (SMP) (2025)

Programme categories	Jobs supported*	Description of programmes	Examples of partners
Procurement	91,056	Jobs supported through Anglo American local procurement activities.	Anglo American suppliers
Enterprise and supplier development programmes	35,261	Providing support to small, medium and micro businesses inside and outside the mining value chain. Includes training, mentorship and loan funding to entrepreneurs.	ABSA, Edge Growth, Fundación Chile, Fundación de Cirene, Impact Capital Africa, Letsema, Quintessa, Sigma, TechnoServe
Training, development, and placement programmes	9,438	Capacity and skills development for local mining residents who are placed into work after completing vocational and work readiness training.	Cisco Networking Academy, Generation Brazil, IDB Lab, Summit, SENAI, TechnoServe,
Agriculture programmes	6,543	Anglo American initiatives that stimulate jobs through the agricultural value chain.	AGDA, LIMA Rural Development Foundation, Potatoes SA, VKB, TechnoServe
Licence, permit and other social investments, including CRD	22,988	Jobs are supported through various community development initiatives. <ul style="list-style-type: none"> - Infrastructure development, including water, roads, energy and connectivity. - Delivery of education programmes in communities, i.e. Assistant Information Communication Technology Champions. - Delivery of community health initiatives through community health workers. 	Fundación Chile, Jet Education Services, IDC, Impact Catalyst, local and regional governments, UNESCO

* The number of jobs relates to programmes implemented in countries that fall within the scope of the SMP livelihoods goal. While additional jobs supported through programmes outside of the SMP livelihoods goal are tracked, these jobs are not included in this table.

Supporting supplier and enterprise development

For over 30 years, Zimele, our enterprise capacity-building programme in South Africa, has been funding small, medium and micro enterprises (SMMEs) to enable them to participate effectively in the economy. From 2018 to 2025, a total of 29,460 jobs had been supported, with 6,968 new jobs created. During this period, at least 10,062 beneficiaries have graduated from various Zimele programmes, comprising 5,130 from Youth Development programmes and 4,932 from ESD programmes. Zimele has also recorded a total of ZAR7.9 billion (\$0.44 billion) in market linkages for beneficiaries participating in the programmes, with 90% attributable to Anglo American operations. These market linkages were in the form of purchase orders and contracts to suppliers.

During 2025, Zimele supported 14 SMMEs, with loan-funding disbursements to the amount of ZAR38 million (\$2.2 million) and since 2018 a total of 264 million loans have been disbursed to SMMEs. Zimele manages two hubs for Kumba Iron Ore. In 2025, the hubs registered a total of 2,893 interactions/walk-ins, with 8% for SAP Ariba registrations, 75% utilising hub facilities, and 17% for seeking general information and guidance.

Investing in social initiatives

In 2025, our community and social investment (CSI) reached \$128 million (2024: \$145 million). This represents 3% of underlying earnings before interest and taxes (EBIT), less underlying EBIT of associates and joint ventures.

In 2025, our global employee volunteering programme, Ambassadors for Good, expanded its reach and impact. Participation grew by 19%, with 834 employees delivering skills-based projects focused on livelihoods, education and digital inclusion, mental health and well-being, and environmental sustainability. These initiatives reinforce our commitment to creating sustainable value in the communities where we operate.

Our approach to inclusive procurement

Anglo American is committed to inclusive procurement and developing local supply chains that can support resilient communities. We aim to deepen these supply chains by supporting existing host-community suppliers to grow their businesses, thus stimulating job creation, building manufacturing capacity and creating economic opportunities for previously excluded groups.

In 2025, our operations spent approximately \$11.7 billion (2024: \$13.7 billion) with suppliers, of which \$10.6 billion was with local suppliers (2024: \$12.1 billion). Our expenditure with designated suppliers (Black Economic Empowerment in South Africa, Indigenous communities in Canada and Aboriginal suppliers in Australia) was \$2.2 billion (2024: \$3.4 billion), representing 19% of total supplier expenditure, including \$2.3 billion with host communities in the direct vicinity of our operations (2024: \$2.3 billion).

Local spend numbers indicate expenditure on suppliers based in the relevant country of operation, whereas host-community spend numbers reflect expenditure with suppliers based in communities in the direct vicinity of our operations.

Next steps

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, we have evolved our livelihoods goal into a more meaningful, Group-wide ambition focused on improving economic opportunities and diversification, with a target for the absolute number of jobs supported.

Historically, our livelihoods target has been an important differentiator with stakeholders, especially at a local level, and contributes significantly to our social licence to operate.

Our new approach is centred around local business objectives and aims to strengthen job opportunities outside of mining, while addressing key local priorities such as youth employment, gender inclusion, and job quality – resulting in enduring, sustainable impact and stronger local ownership.

In 2026, we will pivot our livelihoods strategies towards the new livelihoods target, with a major focus on strengthening our partnership approach for driving sustainable livelihoods outcomes and inclusive economic growth. CRD will remain part of supporting our sustainability targets, including our livelihoods target, but will be embedded in how we deliver through partnerships, rather than standing alone in the updated Sustainability Strategy framework.

HEALTH AND EDUCATION

Material Matter: Community health and social development

Community health

At Anglo American, health is not just a value – it is one of the pillars that underpins our Purpose of re-imagining mining to improve people’s lives. Our commitment goes beyond protecting employees and contractors; we work to ensure that families and communities have equitable access to quality healthcare. Through global and local partnerships, we strengthen health systems, address local priorities, and promote the connection between human well-being and the environment. From digital health integration in Africa to prevention programmes in Chile, Brazil, and Peru, our actions reflect a holistic vision: healthier communities mean more resilient societies and sustainable operations. This approach positions us as catalysts for change, aligned with global movements for health equity and driven by the conviction that collective well-being is essential for the future of mining.

Strategy and approach

In line with our Purpose, we continue to play an active role in improving the lives of not only our workforce, but also the local communities around our operations.

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.

Building on this foundation, our approach is guided by the World Health Organization’s (WHO) whole-of-society framework and aligned with the national health strategies of each country where Anglo American operates. This dual alignment ensures that our investments and programmes are globally informed and locally relevant.

Our commitment also reflects the global health equity movement led by entities such as the WHO, World Economic Forum (WEF) and leading companies, opening opportunities to catalyse investment and strengthen partnerships. We work closely with ministries of health, communities, civil society and NGOs to drive systemic change and deliver positive health outcomes across our geographies of interest.

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.

Governance

Our community-health and well-being programmes are designed and implemented across our businesses through the technical support of our community health and well-being function. The delivery of the programmes is managed

by the site socio-economic development (SED) and social impact teams, with each programme aligned with local social investment, SED or social impact processes, as relevant. Efforts are under way to strengthen integration in some regions.

Targets and progress

The target we set in 2018 in line with our Sustainable Mining Plan (SMP) was highly ambitious and represented inspired action. Although we cannot meet SDG 3 single-handedly, the programmes we support continue to promote health equity and meet stakeholder expectations. Building on the progress made over the past years, and as part of reviewing the SMP targets, we are ensuring that our initiatives align with community needs and strengthen partnerships that advance health outcomes, with businesses localising this commitment to their specific context.

Activities in 2025

Global Fund partnership

In 2022, Anglo American and the Anglo American Foundation pledged \$15 million to the Global Fund for AIDS, TB and Malaria as the anchor partner for the Digital Health Impact Accelerator Catalytic Fund (DHIA). Together with contributors Zenysis, Novartis Foundation and the Patrick McGovern Foundation, the fund total is \$107 million, and has catalysed an annual investment from target countries across Africa of \$150 million per annum. Countries, including South Africa, Zimbabwe and Zambia have been supported to define interventions enabling digital health integration, electronic patient records and user details, cloud inter-operability, and solar power and connectivity, plus server capacity at national and facility level. This is strengthening health systems through enabling ease of access to patient data, in turn supporting swift decision making, reduced loss to follow-up, particularly for mobile populations, and improved quality of care for the end-user. In November 2025, Anglo American reaffirmed its commitment to global health by pledging \$4.5 million to the Global Fund’s 8th replenishment. The renewed commitment will support the Laboratory Systems Strengthening Fund, building on the success of the Digital Health Impact Accelerator Catalytic Fund. This initiative will help strengthen health systems across Africa and Latin America, improving diagnostic capacity and advancing global health security.

United Kingdom

The Woodsmith Project funded a two-year emotional resilience and well-being pilot programme, supporting 15 to 21-year olds. The programme was launched in February 2024 and has supported over 200 young people.

We worked with Bridges Outcomes Partnership to develop and manage delivery of the programme, known as Turning Tides. Our ambition is to establish an evidence base focused on the importance of a more upstream, preventative support to reduce the demand for acute mental health services and limit the number of people reaching crisis point, which can be used to attract funding to

transition the programme to a government-led outcomes-funded project.

South Africa

In South Africa, the programme focuses on strengthening health systems and improving access to care. Several clinic catchments were supported to meet national standards, enhancing primary care for over 200,000 people. Smartlockers were installed at remote clinics, enabling discreet, out-of-hours medication collection and improving adherence for chronic conditions. Through the Coach Mpilo model, 2,496 men receive peer support for HIV and TB treatment, while initiatives with Zvandiri assist children, adolescents, and young mothers living with HIV through counselling and family support. The programme achieved an 81% viral load suppression, contributing to national HIV and TB campaign targets and improving holistic health outcomes in vulnerable groups.

Brazil

In Brazil, health initiatives initially focused on strengthening primary health care, prevention, and training. Since 2024, the priority has shifted to improving the Urgent and Emergency Care network to enhance service resolution, reduce patient travel, and consolidate regional co-ordination, while continuing efforts to ease demand for complex services. Current actions include strengthening governance and financial sustainability, implementing 24-hour infrastructure and emergency training, and promoting regional integration through inter-municipal consortiums, telemedicine, and expanded specialised medical services. In addition, we developed an estimate of the financial resources that health institutions could access through the efficiency strategy, which focuses on reducing expenses and increasing revenue by identifying new funding sources and optimising resources. Through this assessment, we support health institutions in improving cost efficiency.

Peru

In Peru, we collaborate with the Regional Government of Moquegua and the Regional Health Directorate (DIRESA) to strengthen 14 public health facilities, improving family well-being and promoting healthy practices. The initiative, known as 'Vive Salud', improves primary healthcare through preventive health campaigns, medical equipment to improve diagnostic capacity, and staff training. In total, 625 families participated in awareness activities about nutrition, safe water, physical activity, and mental health, while 140 community-health promoters were trained to provide guidance on anaemia prevention. Our communication strategy and health campaigns aimed to broaden access to care and promote well-being across communities, complemented by sports events that further encouraged healthy lifestyles. Additionally, five telemedicine kits were delivered, benefiting 23,000 residents, and 50 professionals are enrolled in a training programme with Continental University to strengthen quality care.

Chile

In Chile, we implement health initiatives at both regional and local levels to improve well-being in our host communities. The Rural Health Post Strengthening Project (Phase II) advanced health promotion in rural areas through eight community-health projects designed by trained nursing technicians and contributed to public policy with a specialised guide on structuring rural-health posts. The

Smiles for Life programme improved oral health for pre-school and school-age children in vulnerable communities, benefiting over 5,700 children and 6,000 parents and teachers from 24 schools across eight municipalities. At the local level, actions included specialised care for children with neurodevelopmental difficulties and emergency preparedness in El Soldado; dental-care access, self-care promotion, and construction of a rural medical station in Chagres; and community-development and emergency-plan strengthening in Los Bronces through equipment donations and evacuation drills.

Gender-based violence

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

Our work in strengthening GBV response and prevention initiatives recognises the interlinkages between the experiences of employees at work, at home and in their communities. Our efforts and investments, therefore, address challenges within the business as much as they aim to support response and prevention work with host communities.

In terms of our internal work, the Living with Dignity hub in South Africa, a dedicated office to independently co-ordinate complaints of GBV, sexual harassment, bullying, victimisation and harassment, continues to amplify existing employee-support services and ensures specialised, victim-centric support for employees and contractors. We reflect on the hub's effectiveness and value-add on an ongoing basis, with a view to further strengthening what and how we offer assistance to colleagues who experience discrimination and violence.

Appreciating the crucial role that operational management plays in the context of both our employees and host communities, site general managers previously took a joint stand against GBV, signifying its importance to leadership in our Operations. Together with their leadership teams and guided by our global policies and the nine elements for strengthening our work on GBV, this stand continued to be communicated across the organisation. The nine elements include: commitment from leadership; building a shared understanding among staff, contractors and social partners; enhancing our policies and systems; improving independent incident reporting; strengthening GBV prevention work internally and externally, such as the strengthening of GBV referral pathways around the communities in which we operate; and building strong partnerships with state and non-state partners for sustainable impact at scale.

In addition, we are working to further strengthen our capabilities in areas where we work with vulnerable groups. Work beyond our operations and host communities includes continued engagement with regional and global partners, including UN Women through Generation Equality, the UN Global Compact, the ICMM, and the Minerals Council and business associations in South Africa.

Next steps

Transition to updated Sustainability Strategy

As we look ahead to 2026, Anglo American aims to embed a renewed ambition into our health strategy—shifting the focus from the pursuit of Sustainable Development Goal 3 (SDG 3) to actively promoting health equity. This evolution builds on the review of the Anglo American Sustainability Strategy and extensive stakeholder and business feedback.

Rather than a broad commitment to global goals, our approach will prioritise strengthening health systems, addressing local priorities, and improving human-environmental health outcomes in the regions where we operate. By tailoring strategies to local contexts, we ensure that our ambition – to advance health equity across our countries and communities of interest – is both impactful and sustainable. To ensure the effectiveness of these actions, we will implement robust monitoring and impact-measurement systems that allow us to evaluate results, ensure accountability, and generate evidence to inform decision making. This approach will enable us to demonstrate the value of our interventions and direct resources toward areas of greatest impact.

At the same time, we aim to expand our intersectoral collaboration networks, working with governments, NGOs, academia, and the private sector to enhance the reach and sustainability of our initiatives. Finally, we will continue to integrate occupational health more closely with community health, ensuring a holistic approach to well-being that benefits both our workforce and the communities where we operate.

Community development – education

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.

We emphasise a multi-disciplinary and active learning approach, strengthening science, technology, engineering, arts, and mathematics (STEAM). Our initiatives help cultivate responsible, well-educated citizens, mitigating risks associated with anti-democratic attitudes, corruption, and crime.

Strategy and approach

Our approach to education consists of three key elements:

- Whole-school approach: Encompassing all educational levels (early childhood, primary and secondary), addressing schools holistically
- Education paradigm shift: Drive transformative changes that turn schools into safe, creative spaces where teachers, students and parents build supportive communities. Schools become ‘centres of innovation’, fostering deep learning through projects that benefit the community

- Systemic and sustainable approach: Focus on systemic change by empowering mid-level education leadership within sub-national institutions, ensuring long-term sustainability and a greater impact across the region (even influencing national public policies in some cases).

We achieve this through a variety of activities, including teacher training, promoting school-community integration, and infrastructure, equipment, ICT enhancement, and leadership development of mid-level public education leaders and school management teams.

Our education programmes focus primarily on six countries: South Africa, Peru, Brazil, Chile, the UK and Australia.

Governance

Businesses report progress against our community-education targets on a regular basis.

In all countries, we have collaborated closely with ministries of education, local governments, education experts and school communities to design and implement education programmes tailored to the local context.

Managing risks and opportunities

The quality of state schooling is often poor in the communities local to our operations, given that the best schools tend to be in urban rather than rural areas. Poor schooling, in turn, leads to unemployment and low-productivity occupations, and associated social ills. Low levels of educational attainment also create challenges in recruiting locally, a problem that will be exacerbated as new mining technologies are deployed, which will typically require higher skill levels than are required currently.

Targets and progress

Although we have not met our 2025 milestone, following review of the SMP education goal, it was recognised that this strong ambition played an important role in inspiring action and elevating our focus on education. Our updated business-specific targets for our simplified portfolio will build on this foundation by expressing our continued ambition to drive meaningful improvements in education, while defining technically robust targets that are measurable and traceable through publicly available data.

Activities in 2025

We continued to focus on implementing education programmes that deliver measurable outcomes, aligned with theories of change anchored in the local context addressing specific local challenges and supported by local experts.

During 2025, we focused on developing and implementing a holistic approach aimed at fostering academic, socio-emotional, digital and citizenship skills in students. To achieve this, we are enhancing our programmes to ensure that we are promoting an education approach that not only prepares youth for the future of work but also cultivates good citizens and well-rounded individuals.

South Africa

The Anglo American South Africa (AASA) Education Programme, launched in 2018 in partnership with the Department of Basic Education, continues to strengthen schooling in host communities through a Whole School

Development model that enhances leadership, teaching quality, and digital readiness. The programme has supported 193 schools and 190 ECD centres, benefiting more than 126,000 learners and 4,000 teachers, while equipping all schools with WiFi connectivity and digital toolkits.

In 2025, AASA-supported high schools achieved an average 88.2% matric pass rate, an improvement of 18 percentage points since 2022, with strong gains in Bachelor passes and significant improvements in mathematics and science performance. Bachelor pass outcomes also improved, reaching 41.0% across the AASA cohort; particularly notable given that AASA schools are predominantly Quintile 1–3 schools located in rural mining communities. Improvements in gateway subjects were significant: mathematics performance increased by 21.8 percentage points, and science by 14.5 percentage points since 2022.

These outcomes reflect resilient improvement in remote communities across the Northern Cape, Limpopo, and North West, despite ongoing socio-economic challenges.

In the Northern Cape, Kumba Iron Ore continues to complement the AASA Education Programme through infrastructure upgrades, bursaries, and learner support initiatives, ensuring that communities benefit from enhanced academic opportunities and technology enabled schooling. These investments support long term regional development and contribute to sustainable educational outcomes that extend beyond the life of mine.

As the programme transitions into its final phase in several regions, the 2025 results underscore the importance of sustaining gains made over the past seven years. With national participation in mathematics and science stagnating, the programme's continued focus on foundational learning, early subject choice guidance, and strengthened teacher development remains critical to supporting South Africa's future skills pipeline. Ensuring effective handover to districts and ongoing system ownership will be essential to preventing regression and maintaining the momentum achieved across AASA-supported schools.

Chile

To address key educational challenges in Chile, Anglo American launched the Modelo Pionero programme in 2017. The initiative focuses on teacher training, leadership development, and improving learning environments to transform schools into centres of creativity and innovation. Students engage in science, humanities, arts, and other disciplines while developing projects that deliver real solutions to local challenges. By 2025, Modelo Pionero had benefited 46 schools and early childhood centres (two still in the design stage) and more than 19,000 students, strengthening the connection between educational institutions and their communities.

In addition to training and leadership development, Modelo Pionero has upgraded educational spaces in more than 40 schools by improving classrooms, bathrooms, and playgrounds, and by creating innovative areas such as maker spaces, FabLabs, and dedicated rooms for artistic and scientific projects. The initiative has also supported the

design and construction of new, high-quality school infrastructure.

Schools participating in Modelo Pionero have demonstrated remarkable progress. By 2025, they had developed more than 450 student-led projects, several of which received notable recognition and external funding for implementation. These projects were featured at the Modelo Pionero Fair, which drew over 2,000 attendees and showcased the programme's role in fostering creativity, innovation, and community engagement.

The programme is also generating measurable improvements in student learning. An impact evaluation published in 2025 showed that schools participating for at least two years achieved learning gains equivalent to an additional half semester in reading and mathematics compared with the control group, with particularly strong effects in mathematics for girls. The evaluation also reported positive and significant outcomes in key areas such as decision-making and socio-emotional skills. Furthermore, students improved their scores on the Higher Education Access Test and increased their rates of university enrolment.

Since 2018, Modelo Pionero has demonstrated strong capacity to build partnerships and mobilise resources, securing more than \$5 million through public and private collaborations to drive improvements in education quality. This has included successful applications to funding mechanisms such as the Ministry of Education's Bicentennial Funds, the Efecto Colectivo Fund, and Fundación Alto Las Condes. These achievements have been supported by partnerships with organisations such as Focus, Escuela en Acción, Tu Clase, Duoc UC, Fundación Pucalán Montessori, SUMMA, and Tu Clase Tu País.

In 2025, Modelo Pionero also joined the Sumar Saberes alliance to enhance learning outcomes. As part of this partnership, Sumar Saberes assessed and recognised the programme as an initiative with strong potential for scalability. That same year, we signed a co-operation agreement with the Dirección de Educación Pública (DEP) of the Ministry of Education to support the transfer of knowledge and evidence on educational innovation; strengthen the capacities of Public Education Local Services (SLEP), school leaders, and teachers as part of the implementation of the new public education system; and provide technical guidance for the development of digital fabrication spaces.

Peru

The Reimagina programme was created to transform schools and the education ecosystem in Moquegua, turning them into centres of creativity and inspiration. This initiative enables children and young people to learn by developing real projects that benefit their communities and the wider world. Reimagina is an initiative in partnership with the Regional Directorate of Moquegua, the Transforma Association for Early Childhood, and UNESCO for primary and secondary education.

By the end of 2025, the programme supported 41 schools and 4,000 students, strengthening the connection between schools and communities to keep learners engaged and help them become globally connected citizens. During the

year, students developed more than 71 school projects involving research and product development to benefit their communities, which were showcased at the Reimagina Festival attended by over 1,500 participants.

By 2025, Reimagina had improved learning environments in 23 schools, creating model classrooms for early-childhood and primary education, FabLabs to promote project development and digital skills, and outdoor spaces to encourage education beyond the classroom. Thanks to its growing visibility in the region, the programme secured over \$1 million in third-party co-financing during 2025. To achieve this, we have received support from Quellaveco's providers, including Innomotics, Transaltisa, Bradken, Molycop, and Fluos, among others.

Meso Innova

In 2025, we strengthened our education strategy in Chile and Peru with a systemic and territorial approach through the Meso Innova Programme. This initiative works directly with Chile's Local Public Education Services (SLEP) and Peru's Local Educational Management Units (UGEL), which manage public education at the sub-national level. The programme will impact more than 80,000 students and 389 schools across Los Andes, Aconcagua, and Barrancas in Chile, and Moquegua in Peru. Meso Innova equips local leaders and teams to lead transformation through a management model focused on teacher and school-leader development, pedagogical support, inclusive practices, student empowerment, and the design of innovative learning spaces. As part of this effort, a study visit to Finland was organised in September 2025, allowing education leaders from Chile and Peru to learn from one of the world's most successful education systems and exchange best practices with teachers, policymakers and experts.

Brazil

In Brazil, we continued to advance our education programme across host communities in Minas Gerais. By the end of 2025, the programme supported 24 schools. Developed in partnership with the Gide Foundation (FdG), the initiative continues to strengthen public education in the municipalities of Conceição do Mato Dentro, Alvorada de Minas, and Dom Joaquim. It brings together a suite of structured actions that integrate pedagogical management, professional development, technical assistance, and tools that enable schools to monitor and enhance their learning outcomes.

The programme focuses on six strategic areas: improving school education spaces; health and well-being; management and leadership; school reinforcement; teacher skills development; and connectivity. As part of these efforts, all participating schools were equipped with high-speed internet, and more than 150 teachers and coordinators received specialised training to strengthen their pedagogical and leadership capabilities.

When schools first joined the programme in 2021, only 42% of education levels achieved at least a "proficient" rating. By 2025, this figure had risen to 81%, demonstrating strong progress in improving learning outcomes and reducing education gaps.

United Kingdom

Achieve, our ambitious education programme, is designed to improve outcomes for disadvantaged pupils in Redcar & Cleveland and the North Yorkshire coast by unlocking their potential and building brighter futures. A total of 150 young people from six pilot schools have been supported over three years, with interventions designed to develop social and emotional competence, well-being, resilience, and transferable skills. Independent evaluation shows encouraging results including improved attendance, increased motivation and engagement, enhanced emotional regulation, and growing self-confidence, along with improvements in essential skills such as communication.

Our Achieve Strategic Partnership Group will convene leaders from the public and private sectors to share our pilot insights and explore how Achieve's approaches can be collaboratively scaled and embedded to influence policy and practice and create lasting system change.

Canada

In Canada, we continued to implement education-focused programmes which supported 11 schools and approximately 2,000 students in host communities situated in the Northwest Territories close to Gahcho Kué diamond mine.

The programmes include Books in Homes, which has been active for two decades and aims to increase literacy levels in host communities, and school-attendance initiatives in nine schools that resulted in a 5% average increase in regular attendance. We also continued to support a nursing programme at Aurora College, which includes a seniors' health component, and an annual scholarship programme for graduates of the college's early-childhood-education distance-learning programme. These programmes are working to increase the number of people in the Territory who complete secondary and post-secondary education.

Australia

In Australia, we continued to invest in education across communities near our Moranbah North, Grosvenor, Aquila, Capcoal Open Cut and Dawson operations in Queensland. Our commitment to early-childhood education remained strong, supporting seven early-learning centres to retain skilled professionals. We also partnered with regional schools to deliver extra-curricular programmes that fostered learning and personal development, reaching more than 15,500 students.

Next steps

Transition to updated Sustainability Strategy

As outlined in our updated Sustainability Strategy in February 2026, we have evolved our education goal into a Group-wide ambition focused on improving the quality of education for current and future generations through systemic change, complemented by quantitative, business-specific targets, which are tailored to the local context. Historically, our education has been an important differentiator with local stakeholders and contributes significantly to our social licence to operate. A thorough review with our businesses revealed that the previous 2030 goal – aiming for schools in host communities to perform in the top 20% of state schools nationally – proved

challenging and unattainable for most businesses, and focused too narrowly on academic results.

In line with international expert recommendations and guidelines of ministries of education in the countries where we operate, our new approach for improving quality education is multi-dimensional, considering not only academic skills but also socio-emotional skills, technological and digital skills, civic-engagement, trajectories in school and beyond, and school operation.

In 2026, we continue to evolve our current programmes by adopting a more systemic approach that enables the transfer of knowledge and methodologies to the broader education system. In line with this, the Meso Innova Programme will allow us to move forward in this direction. Additionally, we are focusing on strengthening partnerships with both public and private organisations, with the aim of learning together and pooling resources to amplify the impact we have in education.

Glossary of terms

Ambition

Refers to long-term objectives that shape our direction and set the tone for the specific targets, plans, and actions.

Business as usual (BAU)

The projected impact under a baseline scenario in which no additional mitigation policies or measures are implemented beyond those that are already in force, legislated or planned to be adopted.

Carbon

'Carbon' is used in this report as shorthand for greenhouse gases.

Carbon dioxide equivalent (CO₂e)

The standard metric measure used by the UN's Intergovernmental Panel on Climate Change to compare the emissions from various greenhouse gases on the basis of their global warming potential against a common basis.

Carbon neutral(ity)

Carbon neutral(ity) is a condition in which during a specified period there has been no net increase in the global emission of greenhouse gases to the atmosphere as a result of the greenhouse gas emissions associated with the subject during the same period.

Cases of noise-induced hearing loss (NIHL)

Number of employees diagnosed with NIHL during the reporting period. New cases are recorded when:

- The rules for diagnostic criteria for occupational disease in Anglo American have been met
- There is a pattern consistent with NIHL on the audiogram
- The average hearing loss at frequencies 0.5, 1, 2, 3 and 4 kHz for both ears is greater than 25 dBA
- There has been a 10 dB change in the average hearing loss since the pre-placement audiogram recorded on employment with Anglo American
- The employee has not previously been counted as NIHL.

Change in storage – water

The net change (positive or negative) in the volume of water in storage (operational water and OMW) during the reporting period.

Decarbonisation

Reducing the carbon emissions associated with electricity, industry and transport.

Direct emissions

Emissions from sources that the reporting company owns or controls.

Direct reduced iron (DRI)

Direct reduced iron is produced from the direct reduction of iron ore into iron by a reducing gas or elemental carbon produced from natural gas or coal.

Fatal injury frequency rate (FIFR)

FIFR is the number of employee or contractor deaths resulting from a work-related injury, per 1,000,000 hours worked.

Environmental incident classification

We classify environmental incidents on a scale of 1 to 5 based upon increasing severity, in accordance with the Anglo American 5x5 risk matrix, which plots potential incidents against their likelihood of occurring and the severity of their consequence.

A Level 1 incident will have a minor impact on the environment, while at the other extreme, a Level 5 incident will have a major impact on the environment. Correct classification of incidents is important, as it determines the level of response, investigation and reporting required.

The following components are taken into consideration when rating the severity of environmental incidents:

- Scale: How significant is the size/scale of the impact relative to the size/scale of the receiving environment?
- Sensitivity: How sensitive is the receiving environment to the impact? How special or unique is the area that has been impacted?
- Remediation and clean-up: How difficult is the impact to contain, remediate and/or clean up? How much time and/or resources are required to manage the incident?

The classification criteria for environmental incidents match the potential complexity of actual environmental incidents. They were developed by our global environmental leadership team, with input from practitioners and piloted in two sites, before being approved by the Sustainability Committee.

Electric arc furnace (EAF)

A stage of steelmaking where a furnace heats, smelts and partially refines iron-rich material – mostly scrap with some direct reduction iron and/or pig iron – using an electric arc.

Fugitive emissions

Emissions that are not produced intentionally and are not physically controlled.

Future-enabling

Products, technologies and strategies that support the transition to a low-carbon economy and that meet the consumer-driven demand trends of a growing global population.

Goal

Refers to an objective we are aiming to achieve, for which we have developed a pathway or a series of possible pathways to delivery.

Greenhouse gas (GHG) emissions

For our reporting purposes, GHG emissions are the combined anthropogenic emissions of carbon dioxide (CO₂), hydrofluorocarbons (HFCs), methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆). They are measured in carbon dioxide equivalent (CO₂e).

Greenhouse Gas (GHG) Protocol

The GHG Protocol Corporate Accounting and Reporting Standard provides requirements and guidance for companies and other organisations preparing a corporate-level GHG emissions inventory.

Indirect emissions

Emissions that result from the reporting company's activities but occur at sources that another party owns or controls.

Carcinogens

A substance, agent, or organism that has the potential to cause cancer. The Anglo American definition requires that the International Agency for the Research on Cancer (IARC) has defined and published a monograph considering it a Group 1 agent: carcinogenic to humans.

We at Anglo American report potentially exposed worker counts to carcinogens as the total number of workers assigned to homogeneous exposure group in an "A" classification band, i.e. where the measured samples are in excess or equal to (\geq) the national Occupational Exposure Limit (OEL) for that agent. This is based on environmental sampling and does not take into account additional protections provided to workers via required Personal Protective Equipment (PPE).

Occupational Carcinogenic hazards relevant to our workplaces include the following* (*this list is not exhaustive and subject to updates)

- Arsenic & inorganic arsenic compounds
- Asbestos (all forms) & mineral substances that contain asbestos
- Chromium and chromium compounds
- Coal tars and coal tar pitches; soot
- Coke oven emissions
- Diesel particulate matter (DPM) / Diesel Engine Exhaust
- Formaldehyde
- Hard wood dust
- Ionising Radiation (All types)
- Nickel Compounds
- Respirable crystalline silica dust (changed from inhalable hazard definition in Jan 1, 2025) This include mixed mine

dust where silica is known to be present and processes with dust from quartz or cristobalite

- Tar, pitch, bitumen, mineral oil, anthracene, or the compounds, products, or residues of these substances
- Welding fumes

Anglo American will also accept a carcinogenic definition of an agents not mentioned in the preceding items where a direct link between the exposure of a worker to this agent and the cancer is established in the scientific literature with IARC classification of Group 1.

Occupational cancer outcomes that would be reported as an occupational disease arising from a known or suspected exposure include but is not limited to:

- Lung cancer from cobalt, mixed coal mining dust, respirable crystalline silica (RCS) or Diesel Particulate Matter (DPM)
- Skin, lung and bladder cancer from arsenic or coal tar pitch volatiles exposure
- Nasal cavity, paranasal sinus and lung cancer from nickel (soluble and insoluble) exposures

Inhalable hazards and carcinogens

Inhalables are chemical agents that enter the body through the respiratory system. The category includes dusts, gases, fumes, aerosols, vapours, particulates and air borne mixtures.

The Anglo American definition includes all particle sizes and defines that any inhalable agent that is also carcinogenic is reported as and managed to the higher risk term carcinogen definition.

Inhalable control plans aim to reduce exposure to below the OEL and regular monitoring of the environment (hygiene sampling), and people (health surveillance) is required if the inhalable agent is measured at levels of 50% or greater of OEL in the working environments.

Examples include but is not exclusive to:

- Copper dusts and mists
- Sulphuric acid mists
- Sulphur dioxides gas
- Volatile Organic Compounds vapours
- Soluble (Platinum & Rhodium) grouped as chloroplatinates

Jobs supported through livelihoods' initiatives

Anglo American supports jobs through various community-livelihoods' initiatives. This includes – but is not limited to – enterprise and supplier development, local procurement, training, mentoring and capacity development, agriculture programmes and collaborative regional development initiatives. The number of jobs supported includes existing jobs through activities to support increased resilience and quality of those jobs, as well as newly created jobs through a range of development programmes and projects. Jobs supported are measured as full-time-equivalent jobs.

Land rehabilitation (ha)

The total hectares (ha) seeded and/or planted planned and completed in the calendar year. Some areas may not require seeding or planting, while some areas also require other activities such as contour ripping or fertilising. Rehabilitated areas are included as completed in this indicator when no more direct action is to be taken on the site. This excludes monitoring and maintenance requirements. The purpose of this indicator is to measure progress against the annual rehabilitation target.

Liquefied natural gas (LNG)

A natural gas mostly composed of methane that has been cooled to a liquid state for the safety of non-pressurised storage or transport.

Lost-time injury frequency rate (LTIFR)

LTIFR is the number of lost-time injuries (LTIs) for both employees and contractors per 1,000,000 hours worked. An LTI is a work-related injury resulting in the person being unable to attend work or perform the routine functions of his/her job, on the next calendar day after the day of the injury, whether a scheduled workday or not. Restricted work cases are therefore counted as LTIs.

Low carbon

'Low carbon' is used in the report as shorthand for low levels of greenhouse gas emissions.

Net zero

Net-zero emissions is reached when anthropogenic emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period.

New cases of occupational disease (NCOD)

NCOD is the sum of all recorded, irreversible occupational diseases. An occupational disease is a health condition or disorder (e.g., noise-induced hearing loss, silicosis, coal-workers' pneumoconiosis, chronic obstructive air ways disease, occupational cancers, sensitisation to platinum or rhodium salts, work-related mental disorders, etc.) that is caused by the work environment or activities related to work.

Non-compliance (legal or permitting)

A non-compliance is any breach of a legal requirement as a result of not having the required permits to operate or not complying with permit commitments and conditions.

Operational efficiency (sum of re-use and recycle)

Water that has been used in an operational task and is recovered and used again in an operational task, either without treatment (re-use) or with treatment (recycle). Expressed as a volume (ML) and as a percentage of total operational use (%).

Operational water use

The volume of water used in operational tasks.

Operational water withdrawal

Water that enters the operational water system used to meet the operational water demand.

Other managed water withdrawal (OMW)

Water that is actively managed (e.g., physically pumped, actively treated or has material consumptive losses) without intent to supply the operational water demand.

Major consequence tailings storage facilities (TSFs)

All of our structures (mineral residue facilities and water management structures, which include TSFs) are evaluated using the Consequence Classification of Structure (CCS) framework on a scale of 1 to 5 based upon increasing severity, and in accordance with the Anglo American 5x5 risk matrix and our Technical Standard. Evaluation is based on the potential hazard across financial, human, environment and infrastructure, community, and other consequence criteria.

– Major – substantial or total loss of operation, risk to communities, multiple loss of life, permanent impairment to environment, extreme loss affecting major or critical public infrastructure.

Paris Agreement

A legally binding international treaty on climate change that aims to limit global warming to well below 2°C, preferably to 1.5°C, compared with pre-industrial levels.

Significant environmental fines

We currently define significant fines as those fines paid which cost more than \$10,000 (or equivalent when converted from local currency).

Scope 1 emissions

Scope 1 emissions include CO₂e emissions from fossil fuels, coal seam gas fugitive emissions, renewable fuels and operational processes. Process emissions include those associated with on-site and managed sewerage facilities, on-site water-treatment facilities, the use of carbonates in acid leaching processes at copper-processing facilities, and fugitive emissions during the production of phosphates.

Scope 2 emissions

Scope 2 emissions include CO₂ from electricity purchased and reported in million tonnes of CO₂e.

Scope 3 emissions

Scope 3 emissions include the CO₂e emissions that result from the reporting company's activities but occur at sources that another party owns or controls.

Social incident classification

We classify social incidents on a scale of 1 to 5 based upon increasing severity, in accordance with the Anglo American 5x5 risk matrix, which plots potential incidents against their likelihood of occurring and the severity of their consequence.

Target

Refers to a measurable outcome we are aiming for, for which we have developed a plan for delivery.

Total amount spent on community social investment

Categories for community social investment (CSI) expenditure include charitable donations, community investment and commercial initiatives. CSI contributions can take the form of cash donations, contributions in kind and employees' working hours spent on charity and volunteering projects during work hours. Not included is expenditure that is necessary for the development of an operation (e.g., resettlement of families) or receiving a licence. Training expenditure for individuals who will be employed by the company following completion of training is not included. CSI is reported in US dollars and converted from the currency of the operations at the average foreign exchange rate applied by Anglo American for financial reporting purposes. Charitable donations include charitable and philanthropic gifts and contributions that tend to be ad hoc.

Community investment includes the funding of community partnerships which address social issues, the costs of providing public facilities to community members who are not employees or dependants, the marginal value of land or other assets transferred to community ownership, and income-creation schemes or mentoring/volunteering initiatives that do not have a principally commercial justification. Commercial initiatives include enterprise development and other community initiatives/partnerships that can also directly support the success of the company (such as supplier development). There must, however, be a clear and primary element of public benefit. We prohibit the making of donations for political purposes to any politician, political party or related organisation, an official of a political party or candidate for political office in any circumstances either directly or through third parties.

Total consumption – water

All water that is removed by evaporation, entrainment (in product or waste) or other losses, and not released back to surface water, groundwater, seawater or a third party.

Total discharge – water

All water that is released to the water environment (surface water, groundwater or seawater) or to a third party (including operational water and OMW).

Total energy use

Total energy use is calculated from electricity purchased, energy from fossil fuels and energy from renewable fuels, and reported in million GJ.

Total work-related fatal injuries

A fatality is an employee or contractor death resulting from a work-related injury. In addition to being work-related, the activity performed must be subject to management control. Anglo American records all work-related losses of life for the purposes of internal and external investigation, management action, legal process and compensation. However, while fatal injuries that result from criminal activity and public-road incidents are recorded for management purposes, these are not included in formal statistics and frequency-rate calculations.

Total recordable injury frequency rate (TRIFR)

The TRIFR is a rate per 1,000,000 hours worked of employee and contractor fatal injuries, lost-time injuries, and medical-treatment cases. First-aid cases – minor work-related injuries which, in normal circumstances, are able to be treated successfully in accordance with recognised first-aid training – are not included in this calculation. Injuries are diagnosed by medical and safety professionals according to Anglo American criteria. These criteria are additional to local legal reporting and compensation requirements.

GRI standards content index

Anglo American has reported the information cited in this GRI content index for the reporting period 1 January 2025–31 December 2025, with reference to the GRI Standards.

GRI 1: Foundation 2021

The content index reflects where our material issues have been reported against related disclosures and management approach. Where information is available, we have also included additional disclosures beyond our core material topics. To locate the topics and our responses, please refer to the references column where we have provided the source of information and, in some instances, have included a direct response within the index. The references include our Sustainability-related Disclosure Supplement 2025.

Reporting year: 2025, Integrated Annual Report 2025, and Tax and Economic Contribution Report 2025.

» See more on our sustainability data on the Anglo American website
Visit www.angloamerican.com/esg-factbook-2025

GRI 2: General disclosures 2021

Indicator	Disclosure	Reference
2-1	Organisational details	Section 2-1
2-2	Entities included in the organisation's sustainability reporting	Section 2-2
2-3	Reporting period, frequency and contact point	Section 2-3
2-4	Restatements of information	Section 2-4
2-5	External assurance	Section 2-5
2-6	Activities, value chain and other business relationships	Section 2-6
2-7	Employees	Section 2-7
2-8	Workers who are not employees	Section 2-8
2-9	Governance structure and composition	Section 2-9
2-10	Nomination and selection of the highest governance body	Section 2-10
2-11	Chair of the highest governance body	Section 2-11
2-12	Role of the highest governance body in overseeing the management of impacts	Section 2-12
2-13	Delegation of responsibility for managing impacts	Section 2-13
2-14	Role of the highest governance body in sustainability reporting	Section 2-14
2-15	Conflicts of interest	Section 2-15; Anglo American Code of Conduct
2-16	Communication of critical concerns	Section 2-16
2-17	Collective knowledge of the highest governance body	Section 2-17
2-18	Evaluation of the performance of the highest governance body	Section 2-18
2-19	Remuneration policies	Section 2-19
2-20	Process to determine remuneration	Section 2-20
2-21	Annual total compensation ratio	Section 2-21
2-22	Statement on sustainable development strategy	Section 2-22
2-23	Policy commitments	Section 2-23
2-24	Embedding policy commitments	Section 2-24
2-25	Processes to remediate negative impacts	Section 2-25; See each section for topic specific content
2-26	Mechanisms for seeking advice and raising concerns	Section 2-26
2-27	Compliance with laws and regulations	Section 2-27
2-28	Membership associations	Section 2-28
2-29	Approach to stakeholder engagement	Section 2-29
2-30	Collective bargaining agreements	Section 2-30

GRI 3: Material Topics 2021

Indicator	Disclosure	Reference
3-1	Process to determine material topics	Section 3-1
3-2	List of material topics	Section 3-2
3-3	Management of material topics	Section 3-3; See each section for topic specific content

GRI 201: Economic Performance 2016

Indicator	Disclosure	Reference
201-1	Direct economic value generated and distributed	Section 201 Economic Performance
201-2	Financial implications and other risks and opportunities due to climate change	Please refer to our TCFD table. Climate change matters are covered throughout the Integrated Annual Report and this document.
201-3	Defined benefit plan obligations and other retirement plans	Section 201 Economic Performance
201-4	Financial assistance received from government	We are looking to improve on our disclosures in this area in the coming years.

GRI 203: Indirect Economic Impacts 2016

Indicator	Disclosure	Reference
203-1	Infrastructure investments and services supported	Section 203 Indirect Economic Impacts
203-2	Significant indirect economic impacts	Examples can be found throughout the Integrated Annual Report.

GRI 204: Procurement Practices 2016

Indicator	Disclosure	Reference
204-1	Proportion of spending on local suppliers	Section 204 Procurement and Material Matter: Responsible Supply Chain

GRI 205: Anti-corruption 2016

Indicator	Disclosure	Reference
205-1	Operations assessed for risks related to corruption	Section Bribery and Corruption
205-2	Communication and training about anti-corruption policies and procedures	Section Bribery and Corruption
205-3	Confirmed incidents of corruption and actions taken	Section Bribery and Corruption

GRI 206: Anti-competitive Behaviour 2016

Indicator	Disclosure	Reference
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Section Bribery and Corruption

GRI 207: Tax 2019

Indicator	Disclosure	Reference
207-1	Approach to tax	See our 2025 Tax and Economic Contribution Report
207-2	Tax governance, control, and risk management	See our 2025 Tax and Economic Contribution Report
207-3	Stakeholder engagement and management of concerns related to tax	See our 2025 Tax and Economic Contribution Report
207-4	Country-by-country reporting	See our 2025 Tax and Economic Contribution Report. The latest update is available on our website.

GRI 302: Energy 2016

Indicator	Disclosure	Reference
302-1	Energy consumption within the organisation	Section 302 Energy
302-3	Energy intensity	Section 302 Energy
302-4	Reduction of energy consumption	Section 302 Energy

GRI 303: Water and Effluents 2018

Indicator	Disclosure	Reference
303-1	Interactions with water as a shared resource	Section 303 Water and Effluents and Material Matter: Water, use, quality and availability
303-2	Management of water discharge-related impacts	Section 303 Water and Effluents and Material Matter: Water, use, quality and availability
303-3	Water withdrawal	Section 303 Water and Effluents and Material Matter: Water, use, quality and availability
303-4	Water discharge	Section 303 Water and Effluents and Material Matter: Water, use, quality and availability
303-5	Water consumption	Section 303 Water and Effluents and Material Matter: Water, use, quality and availability

GRI 304: Biodiversity 2016

Indicator	Disclosure	Reference
304-1	Interactions with water as a shared resource	Section 304 Biodiversity and Material Matter: Biodiversity and land use
304-2	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Section 304 Biodiversity and Material Matter: Biodiversity and land use
304-4	Management of water discharge-related impacts	Section 304 Biodiversity and Material Matter: Biodiversity and land use

GRI 305: Emissions 2016

Indicator	Disclosure	Reference
305-1	Direct (Scope 1) GHG emissions	Section 305 Greenhouse Gas Emissions and Material Matter: Climate Change
305-2	Energy indirect (Scope 2) GHG emissions	Section 305 Greenhouse Gas Emissions and Material Matter: Climate Change
305-3	Other indirect (Scope 3) GHG emissions	Section 305 Greenhouse Gas Emissions and Material Matter: Climate Change
305-4	GHG emissions intensity	Section 305 Greenhouse Gas Emissions and Material Matter: Climate Change
305-5	Reduction of GHG emissions	Section 305 Greenhouse Gas Emissions and Material Matter: Climate Change
305-6	Emissions of ozone-depleting substances (ODS)	Section 305 Air Quality and Operational Emissions
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Section 305 Air Quality and Operational Emissions

GRI 306: Waste 2020

Indicator	Disclosure	Reference
306-1	Waste generation and significant waste-related impacts	Section 306 Waste – Mineral Residue Management and Section 306 Waste – Circular Economy, waste and material stewardship
306-2	Management of significant waste-related impacts	Section 306 Waste – Mineral Residue Management and Section 306 Waste – Circular Economy, waste and material stewardship
306-3	Waste generated	Section 306 Waste – Mineral Residue Management and Section 306 Waste – Circular Economy, waste and material stewardship
306-4	Waste diverted from disposal	Section 306 Waste – Circular Economy, waste and material stewardship
306-5	Waste directed to disposal	Section 306 Waste – Circular Economy, waste and material stewardship

GRI 308: Supplier Environmental Assessment 2016

Indicator	Disclosure	Reference
308-1	New suppliers that were screened using environmental criteria	Section 308 Supplier environmental assessment
308-2	Negative environmental impacts in the supply chain and actions taken	Section 308 Supplier environmental assessment

GRI 401: Employment 2016

Indicator	Disclosure	Reference
401-1	New employee hires and employee turnover	Section 401 Employment and Material Matter: Talent attraction and retention
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Section 401 Employment and Material Matter: Talent attraction and retention
401-3	Parental leave	Section 401 Employment and Material Matter: Talent attraction and retention

GRI 402: Labour/Management Relations 2016

Indicator	Disclosure	Reference
402-1	Minimum notice periods regarding operational changes	Section 402 Labour / Management relations and Material Matter: Talent attraction and retention

GRI 403: Occupational Health and Safety 2018

Indicator	Disclosure	Reference
403-1	Occupational health and safety management system	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-2	Hazard identification, risk assessment, and incident investigation	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-3	Occupational health services	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-4	Worker participation, consultation, and communication on occupational health and safety	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-5	Worker training on occupational health and safety	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-6	Promotion of worker health	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-8	Workers covered by an occupational health and safety management system	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-9	Work-related injuries	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce
403-10	Work-related ill health	Section 403 Occupational health and Safety and Material Matter/s: Workplace safety and Health and wellbeing of the workforce

GRI 404: Training and Education 2016

Indicator	Disclosure	Reference
404-1	Average hours of training per year per employee	Section 404 Training and Education and Material Matter: Talent Attraction and Retention . Anglo American measures training in monetary terms, as well as the number of individuals in structured programmes.
404-2	Programs for upgrading employee skills and transition assistance programs	Section 404 Training and Education and Material Matter: Talent Attraction and Retention .
404-3	Percentage of employees receiving regular performance and career development reviews	Section 404 Training and Education and Material Matter: Talent Attraction and Retention .

GRI 405: Diversity and Equal Opportunity 2016

Indicator	Disclosure	Reference
405-1	Diversity of governance bodies and employees	Section 405 Diversity and equal opportunity and Material Matter: Talent Attraction and Retention
405-2	Ratio of basic salary and remuneration of women to men	Section 405 Diversity and equal opportunity and Material Matter: Talent Attraction and Retention

GRI 406: Non-discrimination 2016

Indicator	Disclosure	Reference
406-1	Incidents of discrimination and corrective actions taken	Section 406 Non-discrimination and Material Matter: Business Conduct . Details associated with potential incidents of discrimination are confidential. However, actions taken on YourVoice complaints are included on page 32.

GRI 407: Freedom of Association and Collective Bargaining 2016

Indicator	Disclosure	Reference
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Section 407 Freedom of Association and Collective Bargaining and Material Matters: Talent Attraction and Retention and Responsible Supply Chain

GRI 408: Child Labour 2016

Indicator	Disclosure	Reference
408-1	Operations and suppliers at significant risk for incidents of child labour	Section 408 Child Labour

GRI 409: Forced or Compulsory Labour 2016

Indicator	Disclosure	Reference
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Section 409 Forced or compulsory labour

GRI 410: Security Practices 2016

Indicator	Disclosure	Reference
410-1	Security personnel trained in human rights policies or procedures	Section 410 Security Practices and Material Matter: Community, Indigenous and Security Rights

GRI 411: Rights of Indigenous Peoples 2016

Indicator	Disclosure	Reference
411-1	Incidents of violations involving rights of indigenous peoples	Section 411 Rights of Indigenous Peoples and Material Matter: Community, Indigenous and Security Rights

GRI 413: Local Communities 2016

Indicator	Disclosure	Reference
413-1	Operations with local community engagement, impact assessments, and development programs	Section 413 Local communities and Material Matters: Economic impact on producer countries ; Economic development of communities ; and Community consultation and engagement
413-2	Operations with significant actual and potential negative impacts on local communities	Section 413 Local communities and Material Matters: Economic impact on producer countries ; Economic development of communities ; and Community consultation and engagement

GRI 414: Supplier Social Assessment 2016

Indicator	Disclosure	Reference
414-1	New suppliers that were screened using social criteria	Section 414 Supplier social assessment
414-2	Negative social impacts in the supply chain and actions taken	Section 414 Supplier social assessment

GRI 415: Public Policy 2016

Indicator	Disclosure	Reference
415-1	Political contributions	Section 415 Public Policy

GRI 416: Customer Health and Safety 2016

Indicator	Disclosure	Reference
416-1	Assessment of the health and safety impacts of product and service categories	Not applicable to the mining industry.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Not applicable to the mining industry.

GRI 417: Marketing and Labelling 2016

Indicator	Disclosure	Reference
417-1	Requirements for product and service information and labelling	Material Matter: Responsible product offering

GRI 418: Customer Privacy 2016

Indicator	Disclosure	Reference
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Material Matter: Cybersecurity and data privacy

Omissions

GRI 202: Market Presence 2016

Indicator	Disclosure	Reference
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	We are unable to provide this data at a Group level.
202-2	Proportion of senior management hired from the local community	We are unable to provide this data at a Group level. See Business level Sustainability Reports for further breakdowns.

GRI 301: Materials 2016

Indicator	Disclosure	Reference
301-1	Materials used by weight or volume	We are looking to improve on our disclosures in this area in the coming years.
301-2	Recycled input materials used	We are looking to improve on our disclosures in this area in the coming years.
301-3	Reclaimed products and their packaging materials	We are looking to improve on our disclosures in this area in the coming years.

GRI 302: Energy 2016

Indicator	Disclosure	Reference
302-2	Energy consumption outside of the organisation	We do not report against 302-2. We do disclose the Scope 3 emissions and these can be found on the sustainability data tables.
302-5	Reductions in energy requirements of products and services	We do not report against 302-5. We do disclose the Scope 3 emissions and these can be found on the sustainability data tables.

GRI 304: Biodiversity 2016

Indicator	Disclosure	Reference
304-3	Habitats protected or restored	We are looking to improve on our disclosures in this area in the coming years.

GRI 417: Marketing and Labelling 2016

Indicator	Disclosure	Reference
417-2	Incidents of non-compliance concerning product and service information and labelling	We are looking to improve on our disclosures in this area in the coming years.
417-3	Incidents of non-compliance concerning marketing communications	We are looking to improve on our disclosures in this area in the coming years.