

Social

Targets

Livelihoods

- 2021: Baselines and strategies in place at every site
- 2025: 3 jobs off-site for every job onsite
- **2030: 5 jobs off-site for every job onsite**

Education

- 2021: Baselines and strategies in place at every site
- 2025: Schools in host communities within top 30% of state schools nationally
- **2030: Schools in host communities within top 20% of state schools nationally**

Health and wellbeing

- 2022: Baselines and strategies in place at every site to achieve the SDG3 health targets
- 2025: Operations to be halfway to closing the gap between baselines and 2030 targets
- **2030: SDG3 targets for health to be achieved in our host communities**

The 2030 target for livelihoods is part of our first sustainability-linked bond

Social Way 3.0

- Comprehensive and innovative social performance management approach to how we interact with our host communities, that prioritises respect and mutual benefit for all stakeholders
- Integrated, cross-disciplinary approach
- Minimum requirements:
 - Engage with affected and interested stakeholders
 - Avoid, prevent and, where appropriate, mitigate and remediate adverse socio-economic impacts
 - Maximise socio-economic development opportunities
- SW 3.0 is a step-change that raises the bar
- Annual assessments by external, independent assessors at our managed operations and De Beers' non-managed JVs

Socio-economic contribution

\$145m

Corporate Social Investment spend in 2024

\$24.3bn

Cash value distributed to stakeholders in 2024

Thanks to the multiplier effect our total economic contribution extends beyond this direct value

Social performance-linked remuneration

Shown below are the targets that have social performance-linked metrics:

Current LTIP measures for social responsibility:

- **2023: 6% Social responsibility** (25% vesting for 2.5 off-site jobs supported for each on-site job; 100% vesting for 3 jobs supported¹)

2022 LTIP vested in full for social responsibility with 2.9 jobs off site for every job on site in 2024, where 25% vesting required 2 jobs supported, 100% vesting required 2.5 jobs supported off site for every job on site.

¹ While induced employment was included in the original SMP goal and prior year LTIPs, it has been decided to remove induced to maintain the required element of stretch in the targets.

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