

Get to know  
our Sustainable  
Mining Plan



## OUR PURPOSE

Re-imagining mining to improve people's lives

## OUR STRATEGY

### INNOVATION

#### Operating Model

Our Operating Model is the foundation for how we plan and execute each task. It provides the link to P101 and our FutureSmart Mining™ programme and it's the glue to everything we do. Our focus on operating stability and predictability supports safe, reliable performance and continuous improvement.

#### P101

P101 is our transformational asset productivity programme, systematically improving the performance of our most value-driving mining processes and other work to set new levels of benchmark performance. It sets the context for our progress and is critical to enable the delivery of FutureSmart Mining™.

#### Marketing Model

Our Marketing Model optimises the value from our mineral resources and market positions. By fully understanding and addressing our customers' specific needs and leveraging our capabilities in the financial and physical markets, we drive the right commercial decisions across the value chain – from mine to market.

#### FutureSmart Mining™

Technology, Digitalisation and Sustainability working hand in hand.

PORTFOLIO

PEOPLE

Technology & Digitalisation

Sustainability



#### CONCENTRATING THE MINE™

Greater precision, with lower energy, water and capital intensity

- Coarse Particle Recovery
- Bulk Ore Sorting
- Ultrafine Recovery



#### WATER-LESS MINE

Reducing dependence on water, towards full recovery recycling and dry tailings

- Coarse Particle Recovery
- Novel Leach
- Dry Tailings



#### MODERN MINE

Safe mining, removing people from harm's way

- Continuous Hard Rock Cutting
- Remote Operation Control
- Swarm Robotics



#### INTELLIGENT MINE

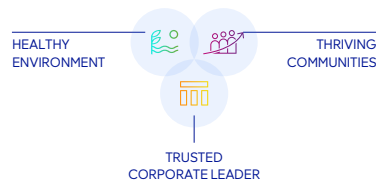
Transforming data into predictive intelligence: connected learning mines

- Digital Ecosystem
- Digital Twins
- Advanced Process Control

#### SUSTAINABLE MINING PLAN

Our Sustainable Mining Plan, integral to FutureSmart Mining™, supports our innovation and delivery of step change results across the entire mining value chain. From mineral discovery right through to marketing our products to customers, we are changing how our employees and stakeholders experience Anglo American.

Our Sustainable Mining Plan is built around three Global Sustainability Pillars aligned to the UN's Sustainable Development Goals:



Collaborative Regional Development is at the heart of our approach and is our model for bringing long-term sustainable development opportunities to the regions around our operations.



# Our strategy

Guided by our Purpose – re-imagining mining to improve people's lives – our strategy is to secure, develop and operate a portfolio of high quality, long life resource assets. We then apply innovative practices and technologies in the hands of our world class people to deliver sustainable value for all our stakeholders.

We are combining smart innovation with the utmost consideration for our people, their families, local communities, our customers, and the world at large – to better connect precious resources in the ground to all of us who need and value them.

And we are working together to develop better jobs, better education and better businesses, building brighter and healthier futures around our operations in our host countries and ultimately for billions of people around the world who depend on our products every day.



Discover more about FutureSmart Mining™



Explore our Sustainable Mining Plan



# FutureSmart Mining™

FutureSmart Mining™ is our innovation-led approach to sustainable mining and is a key component of our strategy.

It is our blueprint for the future of our business. A future in which broad, innovative thinking, enabling technologies, and collaborative partnerships will shape an industry that is safer, more sustainable and efficient, and better harmonised with the needs of our host communities and society.





## Technology, digitalisation and sustainability working hand in hand

The intrinsic links between technology, digitalisation and many of our sustainability outcomes are driving the innovations that will transform the nature of mining - how we source, mine, process, move and market our products - and how our stakeholders experience our business.

By integrating data intelligence and technology with our Sustainable Mining Plan commitments, we are creating new systems that optimise value for our stakeholders. We expect this integrated and holistic approach to deliver increasingly significant safety, environmental and social benefits, while reinforcing the ethical credentials of our products.

 [Discover more about FutureSmart Mining™ here.](#)





# Our Sustainable Mining Plan

**Being a sustainable business is something we need to take seriously if we are to survive and thrive – it's critical to our future.**

Our Sustainable Mining Plan, integral to FutureSmart Mining™, supports our innovation and delivery of step change results across the entire mining value chain.

From mineral discovery right through to marketing our products to customers, we are changing how our employees and stakeholders experience Anglo American and helping to create enduring value for all.

We each have a pivotal role to play, so make sure you take some time and get familiar with the contents of this interactive booklet. Each section explains our Sustainable Mining Plan in more detail.

We can't wait until tomorrow to start making a difference. We need to act now.



**Explore the different elements of our Sustainable Mining Plan**



# Sustainable Mining Plan



Partnership and engagement

Partnership and engagement

## Our five-year Group Function and site plans

We have tailored five-year local plans for each of our sites and group functions to address the unique challenges across our operations. We've aligned each one to our Global Sustainability Pillars and stretch goals.

## Our Critical Foundations

The common requirements we've put in place to make sure we're operating all aspects of our business responsibly.

- Leadership and culture
- Zero harm
- Human rights
- Inclusion and diversity
- Group standards and processes
- Compliance with legal requirements



## Strategy on a page

Our Sustainable Mining Plan is built around three Global Sustainability Pillars. Each pillar has three ambitious stretch goals.



### Explore the three pillars

A key part of our plan is Collaborative Regional Development – our approach to bringing long term sustainable economic opportunities to the regions around our operations through partnerships with governments, communities and NGOs.



### Find out more about Collaborative Regional Development

The plan is underpinned by critical foundations - common and minimum requirements for each of our operations.



### Discover more about the critical foundations

To achieve our shared goals, we have created tailored five-year local plans for each of our sites.



### See how our five-year local plans are making a difference





# The critical foundations underpinning our Sustainable Mining Plan

We are raising the bar when it comes to sustainability. But to do that we need to make sure we operate all aspects of our business responsibly. That's why the Sustainable Mining Plan is underpinned by our Critical Foundations.

These form the common and minimum requirements for each of our operations and our business as a whole. They are essential to the long-term credibility and success of both our Sustainable Mining Plan and our social licence to operate.

We continued to build on our critical foundations throughout 2020, putting us in the best possible position to achieve our goals. Examples include updating our Safety, Health and Environmental (SHE) Policy, issuing new technical standards, implementing our new Accountability Framework, developing leadership capabilities and launching our 'Environment 365 No Repeats' initiative.





# The Global Sustainability Pillars supporting our plan

Our Sustainable Mining Plan is built around three Global Sustainability Pillars aligned to the UN's Sustainable Development Goals: **Healthy Environment, Thriving Communities and Trusted Corporate Leader.**



## **Healthy Environment**

Maintaining a healthy environment by creating water-less, carbon, neutral mines and delivering positive biodiversity outcomes.



## **Thriving Communities**

Building thriving communities with better health, education and levels of employment.



## **Trusted Corporate Leader**

Developing trust as a corporate leader, providing ethical value chains and improved accountability to the communities we work with.

Each pillar has three Stretch Goals that we must reach by 2030. They are deliberately ambitious and designed to challenge us to lead and innovate.







# Healthy Environment

## Global stretch goals and visions

## Milestones and targets

### Climate change

To operate carbon neutral mines.

### 2020: Completed a year early in 2019

Reduce greenhouse gas emissions by 22% relative to the business as usual (BAU) projection. Reduce energy consumption by 8% relative to the BAU projection. Implementation of four priority projects to meet 2030 targets.

**2030:** Reduce net greenhouse gas emissions by 30%. Improve energy efficiency by 30%. Be carbon neutral across 8 of our sites.

**2040:** Be carbon neutral across all of our operations.

### Biodiversity

To deliver net positive impact (NPI) across Anglo American through implementing the mitigation hierarchy and investment in biodiversity stewardship.

### 2020: Extended into 2021

NPI methodology, biodiversity value assessments and site-specific indicators in place at sites in high risk environments. An established biodiversity framework, supporting processes, capacity and resources in place to enable rigorous application of the mitigation hierarchy across the mining lifecycle. Formalise partnerships to support NPI, which are aligned with existing regional and national biodiversity stewardship initiatives.

**2030:** Deliver NPI on biodiversity across Anglo American.

### Water

To operate water-less mines in water-scarce catchments.

**2020:** Reduce the withdrawal of fresh water by 20%. Increase water-recycling levels to 75% against the 2015 baseline. No Level 3 or greater water incidents.

**2030:** Reduce the withdrawal of fresh water by 50%.



# Thriving Communities

## Global stretch goals and visions

### Health and well-being

For the relevant SDG targets for health to be achieved in our host communities.

### Education

For all children in host communities to have access to excellent education and training.

### Livelihoods

Shared, sustainable prosperity in our host communities.

## Milestones and targets

### 2020: Extended into 2021

Baseline established and strategies in place at every site to achieve the SDG 3 health targets.

**2025:** Operations to be halfway to closing the gap between baselines and 2030 targets.

**2030:** SDG 3 targets for health to be achieved in our host communities.

### 2020: Extended into 2021

Baselines and strategies in place at every site to achieve targets.

**2025:** Schools in host communities to perform within the top 30% of state schools nationally.

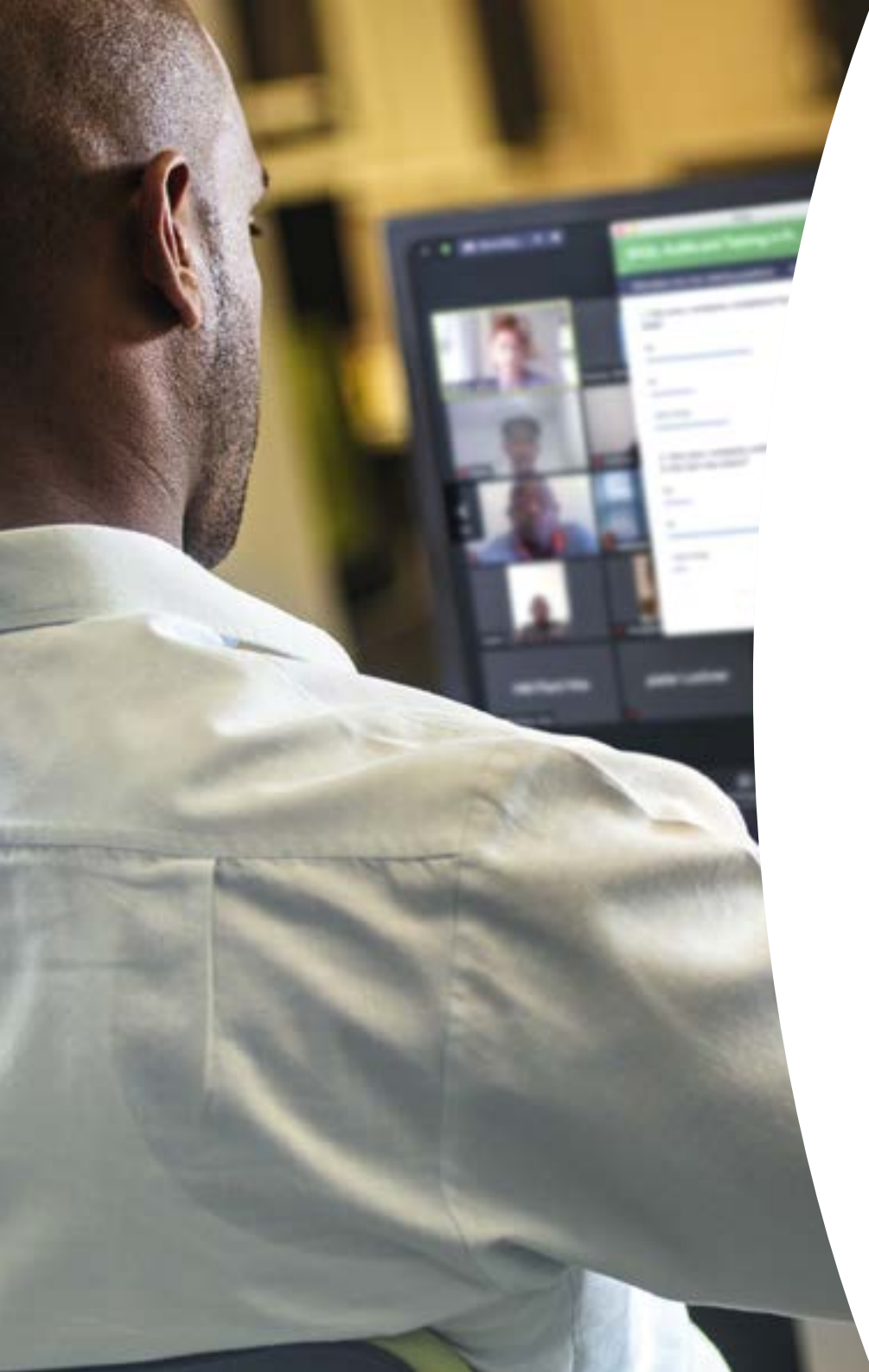
**2030:** Schools in host communities to perform within the top 20% of state schools nationally.

### 2020: Extended into 2021

Baselines and strategies to achieve targets in place at every site.

**2025:** Three jobs created/supported off site for every job on site.

**2030:** Five jobs created/supported off site for every job on site.



# Trusted Corporate Leader

## Global stretch goals and visions

## Milestones and targets

### Local accountability

To transform the relationship between mines and communities, and wider society.

**2020:** ➤ **Extended into 2021**

At local level, establish participatory accountability forums at every mine site.

**2025:** High quality dialogue and programmes flowing from the forums.

**2030:** Establish multiple levels of open and accountable dialogue, leading to greater mutual trust.

### National and international accountability

To transform the relationship between mines and communities, and wider society.

**2020:** ➤ **Extended into 2021**

Buy-in from governments and civil society to taking part in national and international stakeholder accountability forums. General agreement on benchmarks/indices and responsibilities that can be monitored year on year, including the SDGs.

**2025:** An active and ongoing dialogue about reporting and responsibilities, with external recognition that this is a step above other such processes.

**2030:** Widespread recognition of the benefits that responsible mining can bring, a collaborative openness about the challenges, and a more consensual working relationship between Anglo American and society.

### Policy advocacy

To take a lead on issues that affect our business in a way that is collaborative and aimed at society's wider goals.

**2020:** ➤ **Extended into 2021**

Finalise advocacy action plans in support of key sustainability issues. Provide scholarship and training opportunities for policymakers in regions in which we operate.

**2025:** Regular involvement in priority policy and governance debates.

**2030:** External recognition of our leadership on policy advocacy. Strong levels of engagement in policy debates.

### Ethical value chains

To be a part of a value chain that supports and reinforces positive human rights and sustainability outcomes.

### Mine certification

**2020:** ➤ **Extended into 2021**

Half of operations to undergo third-party audits against recognised responsible mine certification systems.

**2025:** All operations to undergo third-party audits against recognised responsible mine certification systems.

### Responsible sourcing

**2020:** ➤ **Extended into 2021**

Responsible sourcing standard fully implemented. Advocate for the development of a common responsible sourcing standard for the mining industry.



## Development through collaboration

At the heart of our Sustainable Mining Plan are the ways we can improve people's lives – from our employees and host communities, to our customers and suppliers – so it is central to how we live up to our Purpose.

One of the ways we work towards this is by building foundations in our host regions for long-term, sustainable development that will continue far beyond the life of the mine.

The Collaborative Regional Development model element of our Sustainable Mining Plan helps us to achieve this. Working in partnership with community representatives, faith groups, businesses, government, academics and NGOs, we identify and pursue development opportunities that will bring socio-economic benefits to the region.





## Our five-year local plans

To achieve our shared goals, we need to develop and deliver local sustainability plans that are tailored to the unique sustainability challenges we face at each of our sites.

Take the time to find out more about your five-year local plan and see how you can make a difference.

The daily decisions we all make affect the safety and wellbeing of our colleagues, the environment, the communities where we operate and our partnerships with different stakeholders and society at large. So it's crucial we all know and understand how we can play a part.

Sustainability isn't a luxury or a choice. It's our future.

