

Anglo American Report to Society 2008 GRI Scorecard

GRI Indicator	Description	Page no. and report*	Reason for not reporting additional information
STRATEGY AND ANALYSIS			
1.1	Senior decision maker's statement	RtS p.4-8	
1.2	Key Impacts, risks and opportunities	RtS p.4-8; 10-12; 16-17	
ORGANISATIONAL PROFILE			
2.1	Organisational Name	RtS Cover and throughout the report	
2.2	Primary brands, products, services	RtS p.2-3	
2.3	Operational structure	RtS p.2-3; 14; 18	
2.4	Headquarters	RtS p.2-3	
2.5	Countries of operation	RtS p.2-3	
2.6	Nature of ownership – publicly held and traded company	http://www.angloamerican.co.uk/aa/about/ataglance/	
2.7	Markets served	RtS p.2-3 http://www.angloamerican.co.uk/aa/about/ataglance/	
2.8	Scale of reporting organisation	RtS p.1-3 http://www.angloamerican.co.uk/aa/about/ataglance/	
2.9	Significant changes	RtS P10; 69; 58	
2.1	Awards	RtS p.8; 13; 37; 39; 48	
REPORT PARAMETERS			
3.1	Reporting period	-	Report annually at end of Q1 for previous calendar year.
3.2	Previous report	-	Apr-07
3.3	Reporting cycle	-	Annual

3.4	Contact point	RtS Inside back cover	
3.5	Process for determining report content	RtS p.14	
3.6	Report boundary	RtS p.14	
3.7	Limitations	RtS p.14	
3.8	Reporting on subsidiaries, etc.	RtS p.14	
3.9	Data measurement techniques	RtS p.72; WRI GHG protocol is used	
3.1	Explanation of re-statements – described in footnotes	RtS p.26; 52; 57; 59	No restatements, although some figures from 2007 are represented in 2008 excluding divestments that occurred in 2007.
3.11	Significant changes	-	No significant changes
3.12	GRI content index on Anglo American website	http://www.angloamerican.co.uk/aa/development/sdreports/gr	
3.13	Assurance policy and practice	RtS p.12; 14; 62-3	
GOVERNANCE			
4.1	Governance structure	RtS p.18	
4.2	Indicate whether the chair of the highest governance body is also an executive officer	RtS p.18	
4.3	Board structure	RtS p.18 http://www.angloamerican.co.uk/aa/about/leadership/board/	
4.4	Mechanisms for shareholders and employees to provide recommendations to the Board	Shareholder meetings; http://www.angloamerican.co.uk/aa/investors/meetings/ ; Employees: RtS p.18	
4.5	Executive remuneration	Annual Report p.70; RtS p.18. Executive remuneration, determined by the remuneration committee, takes	

		defined divisional and individual safety and sustainable development performance targets into consideration.	
4.6	Conflict of interest	Annual Report page 64	
4.7	Qualifications and expertise of Board	http://www.angloamerican.co.uk/aa/about/leadership/board/ ; and Annual Report 58-59	
4.8	Mission, vision, codes of conduct	RtS Inside front cover; RtS p. 5; 7; 9; 10; application of principles and values are indicated at the top of the first pages of each section.	
4.9	Procedures of highest governance body for overseeing economic, environmental and social performance including compliance, codes of conduct	RtS p.12; 18	
4.1	Process for evaluating the highest governance body's own performance in relation to S&SD	Annual Report page 65	
EXTERNAL COMMITMENTS			
4.11	Precautionary approach	RtS p 9; 50-61	The precautionary approach is entrenched in the Anglo American Business Principles and The Environment Way, and is reinforced by the Company's commitment to the related ICMM and Global Compact principles. The Mine Closure Toolbox is a practical example of implementation of the precautionary principle.
4.12	External commitments	RtS p. 9	
4.13	Memberships	RtS p. 40	

STAKEHOLDER ENGAGEMENT			
4.14	Stakeholder groups	RtS p. 19; 40	
4.15	Stakeholder identification	RtS p. 38 (Anglo American's wider stakeholder group – so aside from investors, suppliers and employees, are identified through the SEAT)	
4.16	Approach to stakeholder engagement	RtS p.38-44	
4.17	Stakeholder topics and concerns	RtS p.38-44	

MANAGEMENT APPROACH AND PERFORMANCE INDICATORS			
ECONOMIC			
EC1 (C)	Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	RtS p.1; 6; 10; 20-22; 48	
EC2 (C)	Financial implications and other risks and opportunities for the organisation's activities due to climate change	RtS p.5; 7; 57-61	
EC3 (C)	Coverage of the organisation's defined benefit plan obligations	AR p.98; 112	
EC4 (C)	Significant financial assistance received from government	-	No significant financial assistance was received from government.
EC5 (A)	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	-	Not covered directly. All wages are determined at operational level to national norms and based on skills and in accordance with Anglo American Human Resources Principles and Business Principles.
EC6 (C)	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.	RtS p.16; 22; 23-4	
EC7 (C)	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	RtS p.16; 33-5	The total number of employees from local communities is not reported, but an initiative is under way in 2009 (RtS, p43) which will deliver improved information about, among other things, labour-sending areas. Progress on this will be reported on in the next reporting cycle.

EC8 (C)	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	RtS p.24; 30-32; 43; 45- 6; 48-9	
EC9 (A)	Understanding and describing significant indirect economic impacts, including the extent of impacts	RtS p.20-2	

ENVIRONMENTAL			
EN1 (C)	Materials used by weight or volume	The Performance Indicator is not material	Materials used by weight or volume are not a significant environmental, social or economic impact of the company because Anglo American is a producer of primary raw materials and does therefore not use raw materials or semi-manufactured goods to produce a final product. Packaging is, for the same reason, not a material issue either: the majority of our products are transported in bulk. Process materials are not recorded on a Group level owing to the diverse processes used throughout Anglo American operations, although some business units, such as Anglo Coal (due for release May 2009: http://www.angloamerican.co.uk/aa/development/sdreports/br/), do report on their individual use in their sustainable development reports. Most of the Company's energy use falls in the "non-renewable" category and is disclosed on p.57 in the RtS. P. 62 in the RtS describes the 'continuous improvement' aspect of the Anglo American asset-optimisation programme, which focuses on resource-use efficiency.
EN2 (C)	Percentage of materials used that are recycled input materials.	RtS p.65	Anglo American is a producer of primary raw materials. The quantities of recycled materials used as inputs are not material, aside from Scaw Metals that used 2.2 million tonnes of recycled scrap metal for producing its final product during 2008.
EN3 (C)	Direct energy consumption by primary energy source.	RtS p.57	
EN4 (C)	Indirect energy consumption by primary source.	RtS p.57; 68	
EN5 (A)	Energy saved due to conservation and efficiency improvements.	RtS p.58	
EN6 (A)	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	RtS p.58-61	
EN7 (A)	Initiatives to reduce indirect energy consumption and reductions achieved.	RtS p.58	

EN8 (C)	Total water withdrawal by source.	-	This information is not currently available on a Group level. It is expected that in 2009, by using the 'Footprint' model, Anglo American business units will develop a better understanding of their water consumption, a greater confidence in their data and will be able to refine the accuracy of their efficiency measures. The use of the Footprint model will also equip the business units and the Group as a whole to report water information in a uniform manner.
EN11 (C)	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	RtS p.50; 54	Currently, site-specific Biodiversity Action Plans contain information on local protected areas and areas with high biodiversity value, and link into local and regional biodiversity needs, but the information is not readily available at a Group level. Anglo American is involved in a collaborative, global survey to map protected areas and, areas with a high biodiversity index. This will enable the Company to have a global picture of how the land it owns or leases relates to these areas.
EN12 (C)	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	RtS p. 50; 54-6	Detailed impacts on such areas are managed at an operational level and reported accordingly in business unit sustainable development reports. Refer to the inside back cover for a list of those reports, which may also be found online on www.angloamerican.co.uk
EN13 (A)	Habitats protected or restored.	RtS p.50; 54-56	
EN14 (A)	Strategies, current actions, and future plans for managing impacts on biodiversity.	RtS p.17; 54	
EN16 (C)	Total direct and indirect greenhouse gas emissions by weight.	RtS p.59-60; 68	
EN17 (C)	Other relevant indirect greenhouse gas emissions by weight.	RtS p.60	
EN18 (A)	Initiatives to reduce greenhouse gas emissions and reductions achieved.	RtS p. 59-61	

EN19 (C)	Emissions of ozone-depleting substances by weight.	The Performance Indicator is not material	Ozone-depleting substances (ODSs) are not a significant environmental impact of the company because ODSs are predominantly used as refrigerants, solvents, blowing agents for plastic foam manufacture, and fire extinguishers. As such it is not a substance that Anglo American considers as having significance in our business.
EN20 (C)	NOx, SO2, and other significant air emissions by type and weight.	RtS p.50	Standards for managing these are reported and SO2 has been partially disclosed, but NOx is not reported by weight. Better ways of reporting information on material SO2 emissions will be a focus during 2009.
EN21 (C)	Total water discharge by quality and destination.	-	Water discharge information is not gathered at a Group level due to the diverse nature of the business units and their processes. The issue is managed on a business unit level, and therefore monitored and reported on that level. For more information refer to the sustainable development reports of Anglo Platinum (p.56), Anglo Coal, Scaw Metals, Anglo American Chile and Anglo American Brazil. While business units are in various stages of maturity regarding measuring and reporting water discharge, and effort will be made in 2009 to include these figures in the Group report.
EN22 (C)	Total weight of waste by type and disposal method.	RtS p.65 (partial)	Total weight of waste by type and disposal method is not gathered at a Group level due to the diverse nature of the business units and their processes. The issue is managed on a business unit level, and therefore monitored and reported on that level. For more information refer to the sustainable development reports of Anglo Platinum (p.52), Anglo Coal, Scaw Metals, Anglo American Chile and Anglo American Brazil. While business units are in various stages of maturity regarding measuring and reporting water discharge, and effort will be made in 2009 to include these figures in the Group report.
EN23 (C)	Total number and volume of significant spills.	RtS p.50-1	These are reported and managed on a business unit level. The total number of level 2 and 3 environmental incidents is reported on at a Group level, but has not been broken down into detailed descriptions. A sample analysis of level 2 incidents has been conducted at a Group level and spills were not the primary causes of level 2 or 3 incidents. Serious spills are reported on at a business unit level. (see inside back cover for details on business unit sustainable development reports)

EN24 (A)	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	-	None to report
EN26 (C)	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	RtS p.50-61; 62-65	
EN27 (C)	Percentage of products sold and their packaging materials that are reclaimed by category.	-	Anglo American's 'products' are raw materials typically used as inputs into further manufacturing processes. Packaging is not applicable to bulk product transport by rail and bulk ship.
EN28 (C)	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	RtS p.50	
MM1	Land disturbed or rehabilitated	RtS p.50	
MM2	Sites requiring biodiversity plans	RtS p.54	All sites are required to have biodiversity plans as part of the environmental management systems, or as stand-alone documents where there is a medium or high biodiversity risk.
MM3	Describe approach to management of overburden, rock, tailings, and sludges/residues including: assessment of risks; structural stability of storage; metal leaching potential; and hazardous properties	RtS p.64-5	

LABOUR			
LA1 (C)	Total workforce by employment type, employment contract, and region.	RtS p.34-5; 37	Part time vs. full-time permanent employees are not reported in a Group level because the great variety of labour legislation and definitions within the various operations in 45 different countries.
LA2 (C)	Total number and rate of employee turnover by age group, gender, and region.	RtS p.37 (partial)	Employee turnover reported at a Group level according to resignation, redundancy, dismissal and other, but not broken down into age, gender and regional groupings. Information on age and gender are not always possible to collect because employees have no obligation to disclose either. Age is not considered material as the focus on the reason for leaving, and not the demographics of those leaving.
LA3 (A)	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	-	Share options and pension schemes are an example of benefits provided only to fulltime employees.
LA4 (C)	Percentage of employees covered by collective bargaining agreements.	RtS p.34	
LA5 (C)	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	-	Notice periods vary significantly based on skills set and national norms, and are generally specified in both individual and collective contractual agreements.
LA6 (A)	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes.	-	In the mining industry, this is determined by law.
LA7 (C)	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	RtS p.26; 29	

LA8 (C)	Education, training, counseling, prevention, and risk-control programmes in place to assist workforce members, their families, or community members regarding serious diseases.	RtS p.30-2	
LA9 (A)	Health and safety topics covered in formal agreements with trade unions.	-	Covered more generally as this is union and area specific.
LA10 (C)	Average hours of training per year per employee by employee category.	-	Anglo American measures the total number bursaries, apprenticeships, graduate trainees and supernumerary training (pages 34 and 37) and not the number of hours of training because bursaries, for example, are often part-time and the number of hours engaged in related work is discretionary.
LA11 (A)	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	RtS p.34-7	
LA12 (A)	Percentage of employees receiving regular performance and career development reviews	RtS p.35-36	A formal performance management process, which includes a career-development element, is in place for all employees at a supervisory level and above. Employees who do not fall into this category typically operate on a task-basis and do not undergo a formal performance management process.
LA13 (C)	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	http://www.angloamericacan.co.uk/aa/about/leadership/executive/ ; http://www.angloamericacan.co.uk/aa/about/leadership/board/ ; RtS p.34; 37	
LA14 (C)	Ratio of basic salary of men to women by employee category.	-	Anglo American's Business Principles and Human Resources Principles are based on equal opportunity and non-discrimination. In addition, the "Anglo Banding Framework" has been implemented across all operations. All remuneration is calculated according to this framework, which does not take into account gender, race or age. The framework is based on pre-defined role descriptions.

MM4	Lockouts or strikes	-	24,824 (This includes unconfirmed an unconfirmed number from Loma de Niquel)
MM5	Total number of operations taking place in or adjacent to Indigenous Peoples' territories, and number and percentage of operations or sites where there are formal agreements with communities of Indigenous Peoples.	RtS. P43	

HUMAN RIGHTS			
HR1 (C)	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	-	Country risk assessments are standard investment risk assessment procedure. Specific human rights issues are addressed in Anglo American SEAT.
HR2 (C)	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	RtS p.16; 64	The Anglo American Supply Chain Sustainable development programme was implemented in 2008. Sustainable development requirements were included in global tender documentation. The target for 2009 is to verify and assess suppliers. Thirty-eight contracts with suppliers or contracting companies have been terminated for breach of Anglo American Good Citizenship Business Principles, which are based on a foundation of human rights.
HR3 (A)	Total hours of employee training on policies and procedures concerning aspects of human rights.	RtS p.42	
HR4 (C)	Total number of incidents of discrimination and actions taken.	-	Anglo American's business and HR principles declare that the company promotes workplace equality and seeks to eliminate all forms of unfair or arbitrary discrimination. Incidents are dealt with in accordance with the Group's disciplinary procedures and where proven, appropriate disciplinary action is taken which includes dismissal. Breaches of Anglo American's Business principles are fully reported (p.18) but the nature of each incident is not sufficiently detailed to enable a breakdown for reporting purposes. Ways of reporting on incidents of discrimination specifically will be explored for the next reporting period.
HR5 (C)	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	RtS p.34	Anglo American Business Principles protect human rights and are applicable to all operations. The right to exercise freedom of association and collective bargaining are not a material risk to the Company.

HR6 (C)	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	-	Child labour is not a material risk to Anglo American operations. The Group Business Principles and its commitment to the UN Global Compact principles specifically prevent child labour.
HR7 (C)	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	-	Forced labour is not a material risk at any Anglo American operation.
HR8 (A)	Security personnel trained on company human rights policy / procedure.	RtS p.42	
HR9 (A)	Total number of incidents of violations involving rights of indigenous people and actions taken.	RtS p.39	None related to indigenous groups

SOCIAL			
SO1 (C)	Nature, scope, and effectiveness of any programmes and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	RtS p.13; 38; 43	
SO2 (C)	Percentage and total number of business units analysed for risks related to corruption.	-	Anglo American's does not tolerate any form of corruption (p. 18). Corruption risk is considered within risk assessments conducted for all businesses along with many other forms of risk Anglo faces. Internal audit procedures also consider the risk of corruption within any process that is reviewed, along with the controls to mitigate the risk. If controls are not deemed sufficient from a design or operational effectiveness point of view then such matters will be reported along with management actions. Both the risk management and internal audit procedures are aimed at identifying broad risks facing the business relevant to the individual scope of the risk assessment and will consider corruption risk accordingly. Management remain responsible for the operation of controls to minimise the risk of corruption.
SO3 (C)	Percentage of employees trained in organisation's anti-corruption policies and procedures.	-	There was no training on anti-corruption policies in 2008 due to the impending release of a policy and supporting performance standards.
SO4 (C)	Actions taken in response to incidents of corruption.	-	Anglo American's business principles declare that we are implacably opposed to corruption. Incidents amongst employees are dealt with in accordance with the Group's disciplinary procedures and where proven, appropriate disciplinary action is taken which includes dismissal. Breaches of Anglo American's Business principles are fully reported but the nature of each incident is not sufficiently detailed to enable a breakdown for reporting purpose.
SO5 (C)	Public policy positions and participation in public policy development and lobbying.	RtS p.19; 21; 60	

SO6 (A)	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	p.18	
SO7 (A)	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	-	None to report
SO8 (C)	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	RtS p.26; 29; 50	
MM6A	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples.	RtS p.38	
MM6B	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and indigenous peoples, and their outcomes.	-	A target for 2009 is for at least 50% of significant operations to have a grievance mechanism in place that meets key tests of accessibility, procedural integrity and due process. RtS p.16
MM7	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; describe the associated risks and the actions taken to manage and mitigate these risks.	-	None to report
MM8	List sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process.	RtS p.42-3	

MM9	Number and percentage of operations with closure plans.	RtS 17; 13	In addition, all operations in South Africa are, by law, expected to have mine closure plans. All of Anglo American operations are expected to have closure plans, though they are in various stages of maturity.
MM10	Significant incidents involving communities in which grievance mechanisms have been invoked to address them together with their outcomes	-	None. A target for 2009 is for at least 50% of significant operations to have a grievance mechanism in place that meets key tests of accessibility, procedural integrity and due process. RtS p.16
MM11	Number and description of incidents affecting employees, communities, or the environment in which emergency preparedness procedures were activated.	-	None to report

PRODUCT RESPONSIBILITY			
PR1 (C)	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	RtS p.29; 63	
PR2 (A)	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	-	None to report
PR3 (C)	Type of product and service information required by procedures and percentage of significant products and services subject to such information requirements.	-	MEDS sheets are provided with all mining products and directed at industrial users. None of our products is delivered directly to consumers.
PR4 (A)	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	-	None to report
PR5 (A)	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	-	Anglo American does not deal directly with consumers but sell on commodity markets and to a small number of industrial users with whom there is a direct relationship and therefore direct feedback.
PR6 (C)	Programmes for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	-	Not applicable as Anglo American is not directly involved in consumer advertising.

PR7 (A)	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	-	Not applicable as Anglo American is not directly involved in consumer advertising.
PR8 (A)	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	-	None to report - not material as Anglo American does not hold consumer information
PR9 (C)	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	-	None to report.
MM12	Programmes and progress relating to materials stewardship	RtS p.63-5	

KEY	
RTS	Report to Society 2008
AR	Annual Report 2008
C	Core Indicator
A	Additional Indicator