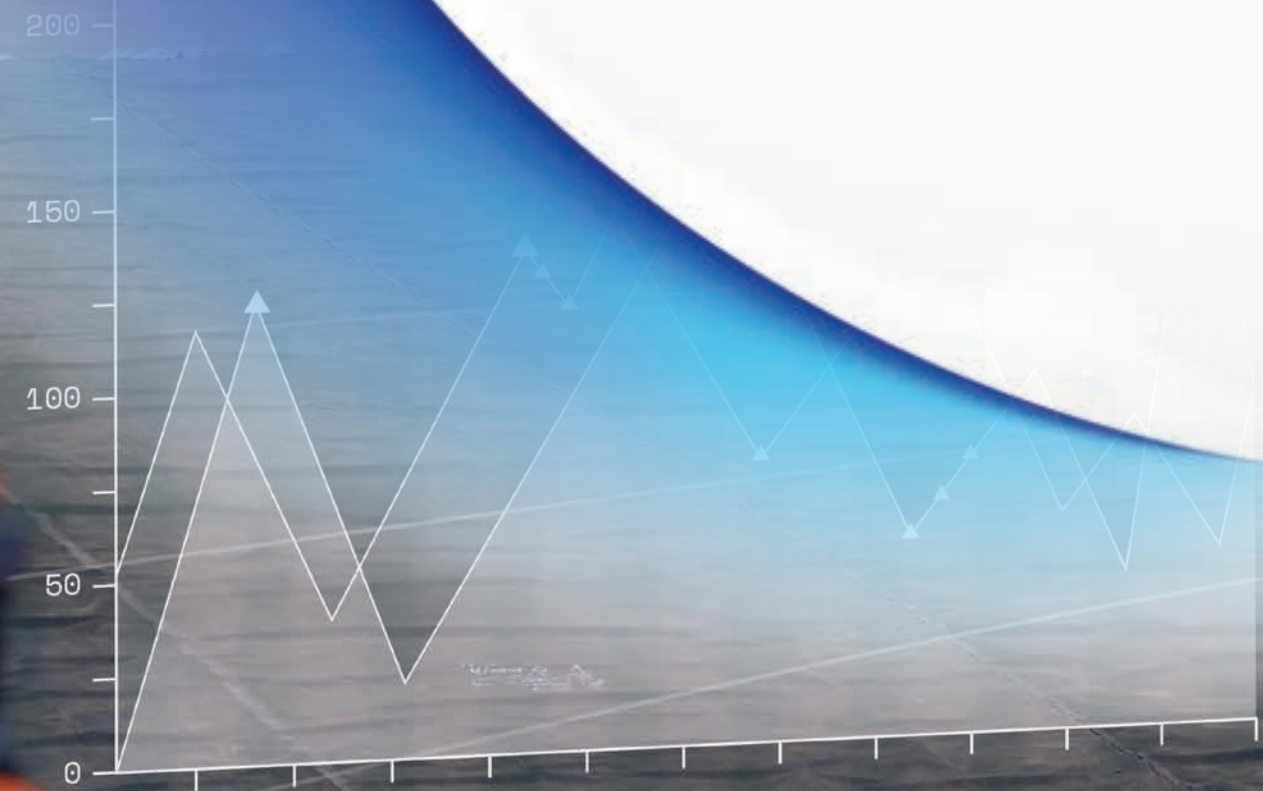
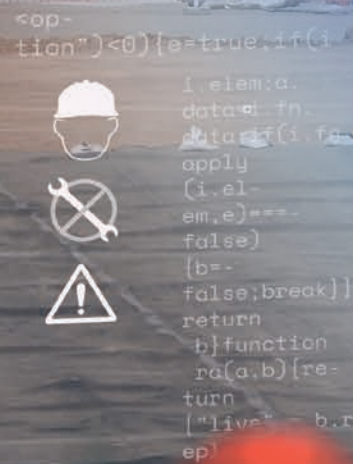


Modern Slavery Statement 2022

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About this statement

This statement provides our stakeholders with a transparent account of the approach and actions we took to assess and address modern slavery risks in our operations, business activities and value chain during 2022.

This statement is made in accordance with Australia’s *Modern Slavery Act 2018* (Commonwealth) (**Australian MSA**) and the United Kingdom’s *Modern Slavery Act 2015* (**UK MSA**). It covers the period 1 January 2022 to 31 December 2022. It is a joint statement on behalf of the UK MSA and Australian MSA reporting entities listed in Appendix I. A separate Modern Slavery Statement is made by De Beers and its relevant owned and controlled entities pursuant to section 54 of the UK MSA. The disclosures in this statement apply in relation to all reporting entities and their owned and controlled entities unless otherwise specified.

For information regarding the Anglo American Group (the Group) terminology, forward-looking statements and third-party information, please refer to the inside back cover of this document.

A table setting out how this statement addresses the Australian MSA and UK MSA reporting criteria can be found in Appendix II.

All reporting entities listed in Appendix I were consulted in developing this statement. In preparing this statement, we also consulted with and obtained input from relevant functions and business units across the Group, including Supply Chain, Marketing and Business Assurance Services, and confirm that, for the purposes of section 16(f) of the Australian MSA, this included those whose responsibilities cover the reporting entities and their owned and controlled entities. This process helped to ensure that the statement reflects our Group’s modern slavery approach.

In addition, on 5 June 2023, the directors of the Australian reporting entities met to review, discuss and endorse this statement.

This statement was approved by the Board of Anglo American plc (the Board) on 8 June 2023 and each of the boards of Anglo American Services (UK) Ltd and Anglo American Technical & Sustainability Services Ltd on 9 June 2023, Anglo Platinum Marketing Limited on 9 June 2023 and Anglo American Marketing Limited on 9 June 2023 under section 54(6)(a) of the UK MSA. The Anglo American plc Board also approved it on behalf of the Australian reporting entities listed in Appendix I on 8 June 2023 under section 14(d)(ii) of the Australian MSA. It has been signed by Duncan Wanblad, Chief Executive of Anglo American plc.



Message from the Chief Executive

Respect for human rights is central to Anglo American's values and a critical foundation of our entire approach to sustainability. As the world changes, so too does our operating context and our business. We are ever mindful of how our activities can affect the rights of people – whether it be the health and safety of our workforce, or the well-being of communities – and how that can change and evolve over time.



Addressing our salient human rights risks

There are many ways in which we can affect the rights of people in a positive way. We are proud of the role we play in supporting human rights – whether it is through employment, taxes and providing many of the raw materials that the world needs to thrive and decarbonise – or through improving health, livelihoods and education in host communities under programmes supporting our Sustainable Mining Plan.

Unfortunately, it is also true that some of our activities have the potential to adversely affect human rights. We are committed to protecting the safety and health of our workforce while at the same time striving to minimise harmful effects on the environment and communities. We are also mindful of potential impacts related to security services, especially in conflict-prone areas. Over time, we have built up our understanding and management of human rights risks in our supply chain. This is no small task – in 2022, our managed operations worked with more than 17,000 suppliers around the world.

The changing human rights landscape

The human rights landscape has changed in many ways, not least of which is the introduction by certain jurisdictions of mandatory measures in relation to businesses' responsibility to respect human rights, and to undertake due diligence. This trend, together with momentum around responsible investment, has heightened stakeholder expectations of us.

In 2022, we also saw the recognition of two critical rights. The UN General Assembly adopted a historic resolution recognising the right to a clean, healthy and sustainable environment, and the International Labour Conference recognised a safe and healthy working environment as a fundamental principle and right at work.

On the climate change front, the 'Just Transition' has taken hold as one of the defining themes of our times. Pursuing a Just Transition offers a great deal of common ground as the basis for collaboration between governments, companies, communities and civil society.

We have been considering what this changing landscape means for Anglo American's approach to human rights, notably the role we can play in supporting a Just Transition and the broader risks and opportunities related to our business.

Tackling modern slavery

A number of challenging global developments have increased the economic and social vulnerability of many people around the world. As vulnerability invariably underpins the incidence of modern slavery, we are ever more conscious of the importance of understanding and addressing modern slavery risks in our business and in relation to our business relationships.

In 2022, we took a number of steps to strengthen our approach in identifying and addressing modern slavery. These included undertaking a modern slavery hotspot analysis to identify key risk areas across our business and value chain, introducing a Marketing Responsible Commodity Sourcing policy, and implementing a mandatory human rights training module for our 'connected' employees (that is, those who have access to computers) and contractors.

Strengthening our approach to combating modern slavery remains a focus in 2023. Our priorities include gaining a deeper understanding of our most salient modern slavery risks, bolstering our use of new technology solutions to increase the visibility of our supply chain, and providing more targeted training to ensure that our people have the capability to help us identify and address modern slavery.

I am pleased to sign and present this statement and thank the Board, our people and all those with whom we work for their support and partnership in 2022.

Duncan Wanblad
Chief Executive

Summary

At Anglo American, we are guided by our Purpose – re-imagining mining to improve people’s lives – to deliver sustainable value for all our stakeholders. We are transforming the very nature of mining for a safer, smarter, more sustainable future.

Heightened expectations from governments, investors, consumers and other stakeholders – coupled with increasing legislation – are driving growing demand for responsibly sourced products. Mining and metals are no exception to this trend.

This statement outlines the approach and actions we took to assess and address modern slavery risks in our operations and value chain (including supply chain) in 2022. It outlines the policies we have in place, the practical steps we have taken, key achievements, and priorities for the year ahead.

This is our sixth Modern Slavery Statement published in compliance with the UK MSA, and our third Modern Slavery Statement in compliance with the Australian MSA. (In 2020, our Steelmaking Coal business published a separate statement.)

Our endeavours to address modern slavery and work towards ensuring that our value chain is free from slavery are part of our broader work to identify and address human rights risks. We recognise that we must respect all internationally recognised human rights and have embedded our commitment to do so in our Group Human Rights Policy. Further information about our approach to human rights, including our recent achievements and priorities, is available in our Sustainability Report 2022.

Progress against our 2021 focus areas

We have made good progress on achieving commitments for 2022 that we published in our 2021 Modern Slavery Statement.

Commitment	Status
Develop a human rights self-assessment questionnaire for shipping counterparties to complete annually, which includes questions on specific modern slavery-related topics such as recruitment fees	Achieved
Develop a suite of human rights training for the business, including a mandatory human rights training module for our connected employees and contractors that covers modern slavery	In progress
Continue to engage with our stakeholders on human rights, including modern slavery issues	Ongoing
Continue to map our supply chains beyond our direct suppliers, including to inform our understanding of modern slavery risks	Ongoing
Develop human rights due diligence guidance for our sites outside our social and human rights impact and risk analysis (SHIRA) and operational risk management processes	In progress

Highlights in 2022

Modern slavery hotspot analysis: We worked with an expert third-party advisory firm to identify 15 indicative modern slavery hotspots where we have the highest risk of potential involvement in modern slavery across our value chain. This exercise complements the heatmaps we have compiled to understand general responsible sourcing risks for our suppliers and extends our understanding beyond suppliers and into our broader value chain. (Read more on page 13.)

Marketing Responsible Commodity Sourcing Policy: We developed a new policy that builds on our Responsible Sourcing Standard by providing additional guidance for our commodity suppliers and intermediaries, including on modern slavery issues. (Read more on page 10.)

Strengthening supply chain due diligence: We have started a supplier market intelligence study, enhanced our global processes with respect to sourcing heavy mining equipment and started engagement with strategic suppliers on sustainable and ethical value chains, including in relation to modern slavery issues. (Read more on page 15.)

Improving the quality of our Modern Slavery Statement

We aim to continually strengthen our efforts to assess and address modern slavery. We also seek to improve our approach to reporting to provide our stakeholders with a transparent and accessible account of our actions.

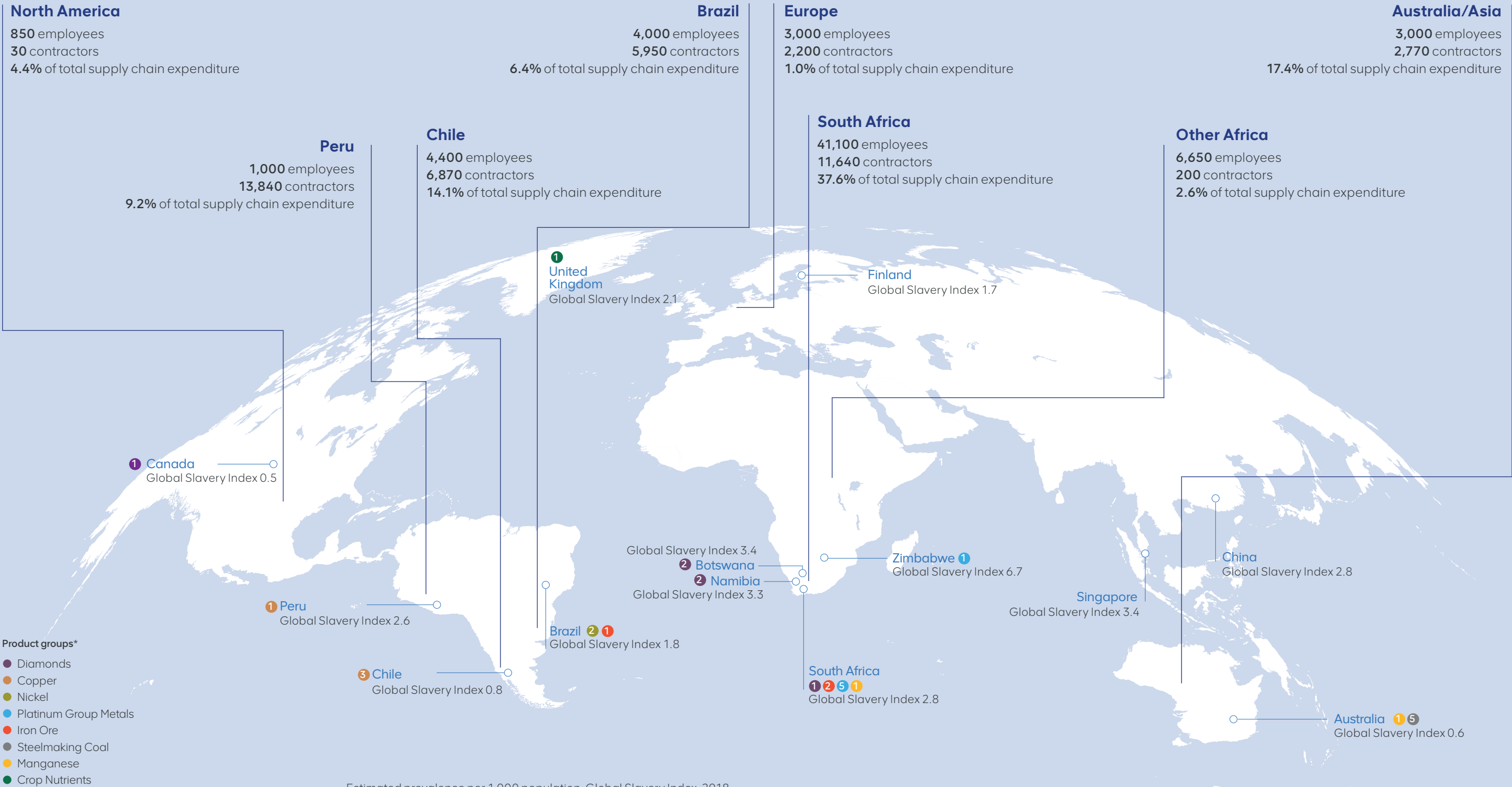
Steps we have taken to strengthen our 2022 Modern Slavery Statement include:

- Providing a summary of progress in 2022
- Providing more detail on our business and business model
- Explaining in greater detail how concerns raised through our whistleblowing hotline, YourVoice, are addressed
- Offering more detailed information about how we assess and address modern slavery risks in our business relationships.



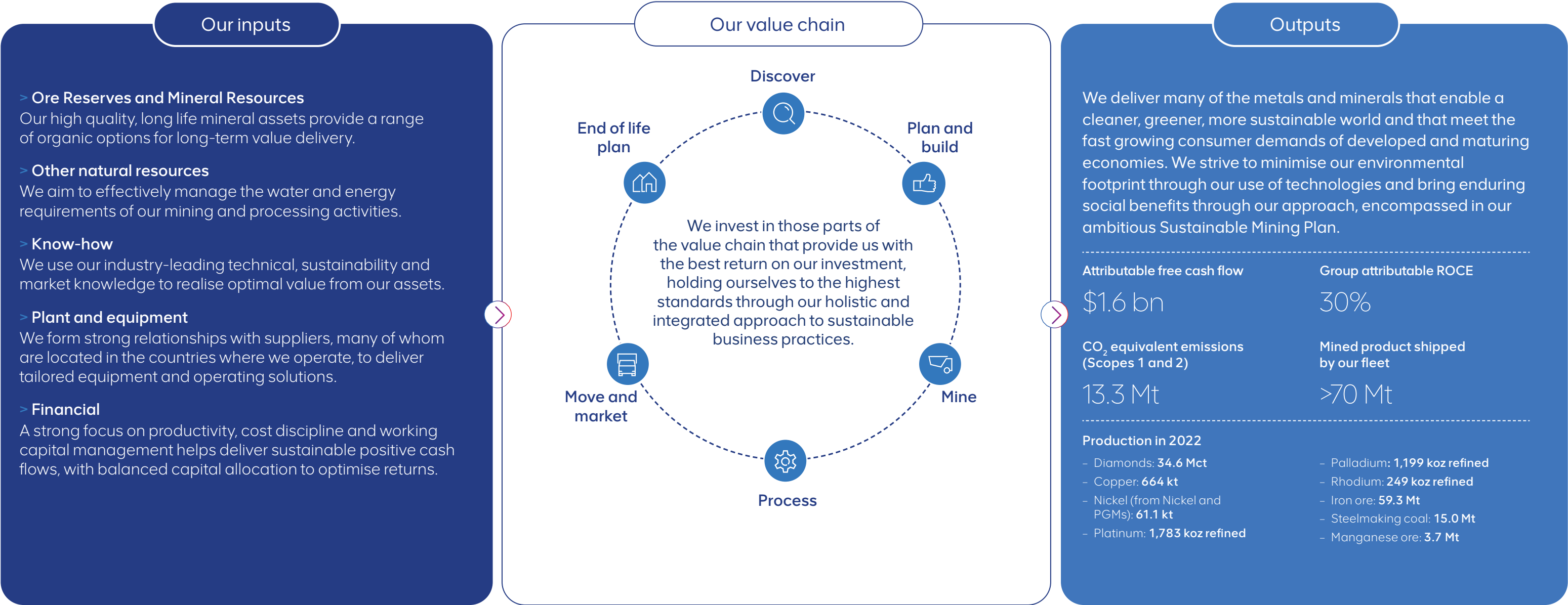
Our business at a glance

Anglo American is a leading global mining company with a world-class portfolio of mining and processing operations and undeveloped resources, providing tailored materials solutions for our customers, with more than 105,000 people working for us around the world.



Estimated prevalence per 1,000 population. Global Slavery Index, 2018. Walk Free Foundation.

Our business model



Governance

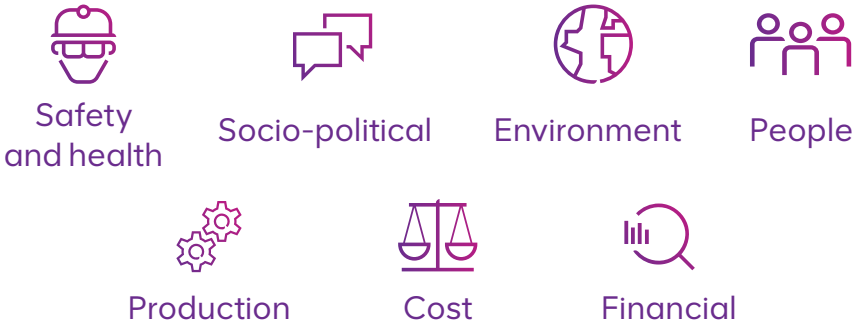
Our governance controls ensure we respond effectively to those matters that have the potential to cause financial, operational or reputational harm, while acting ethically and with integrity.

— For more information [see page 9](#)

Materiality and risk

Identifying and understanding our material matters and risks is critical in the development and delivery of our strategy.

How we measure the value we create



Stakeholder engagement

Open and honest engagement with our stakeholders is critical in gaining and maintaining our social and regulatory licences to operate. Working within our social performance framework, it is our goal to build and sustain constructive relationships with host communities and countries that are based on mutual respect, transparency and trust.

— For more information [see page 21](#)

Our value chain

Across every aspect of our value chain, we are thinking innovatively about how we work to ensure the safety of our people, enhance our sustainability performance, and deliver industry-leading margins and returns.

Discover

Our geologists search for and discover new sources of the minerals that make our modern lives possible. We benefit from developing and using world class expertise and leading technologies, often that we have developed ourselves, to find deposits we can develop and mine in a safe and sustainable way.

Plan and build

Before we put a spade in the ground, our geologists and engineers work together using virtual mine planning systems to design the most effective, cost-efficient and environmentally sound construction and operational mine plan.



Mine

In extracting the products that we all need in our daily lives, we draw on over 100 years of mining experience. Safety comes first: our whole way of working is focused on zero harm. We plan for the lifecycle of the mine and beyond and use our own technologies for reducing waste and protecting environments.



Process

By processing, converting and refining our raw materials, we produce what our customers need and value. Our processing technologies also enable us to reduce energy and waste, recycle more water, increase efficiency, drive innovation and, by adding value to our products, further support economic activity in the areas we mine.

Move and market

After processing, we then transport our metals and minerals to where they are needed, to our customers. We use the latest technologies to co-ordinate and optimise our global shipping needs. And we use our scale and detailed knowledge of the demand and uses for our products to offer our customers a reliable supply to their exact specifications – adding value for them every step of the way and, ultimately, for billions of consumers who rely on our products every day.

End of life plan

We don't only plan for the lifecycle of the mine – we also take great care to look beyond and determine the rehabilitation of the site and the real benefits that will help sustain local communities, long after the site is closed.



Embedding our commitment



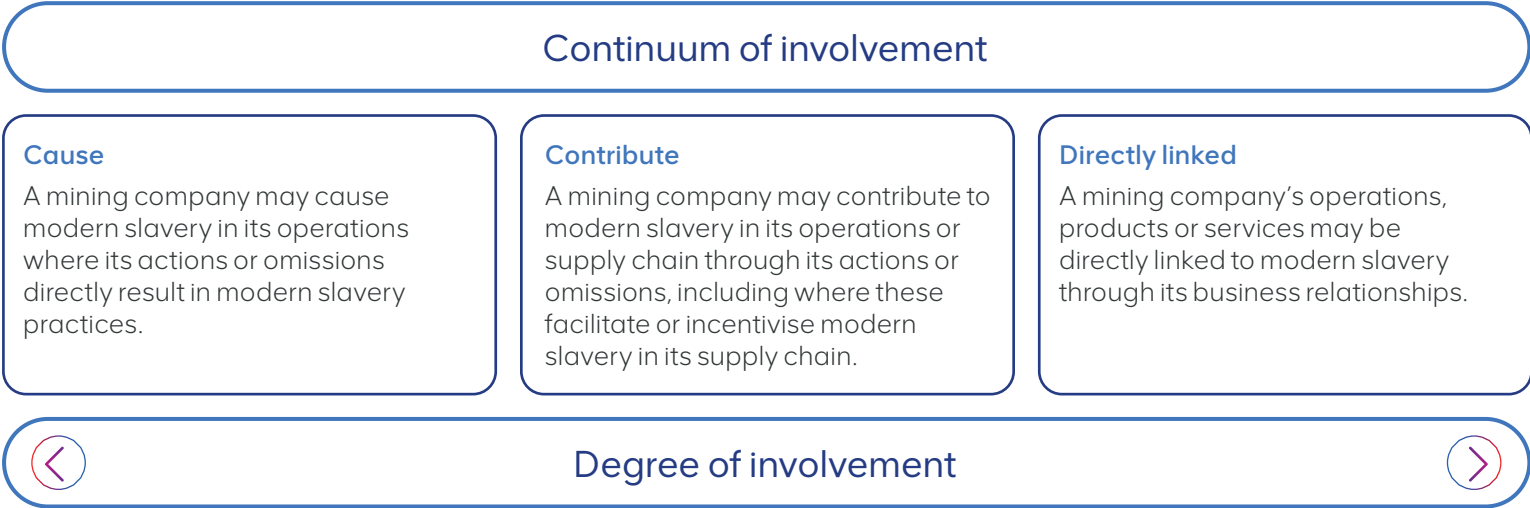
As a prominent diversified global mining company, we operate in complex environments and in a range of geographies and jurisdictions. We are conscious that there are modern slavery risks across many parts of our business model – and these may evolve over time in our rapidly changing business context.

What is modern slavery?

The term ‘modern slavery’ describes situations where coercion, threats or deception are used to exploit victims and undermine or deprive them of their freedom. Modern slavery includes human trafficking, slavery, servitude, forced marriage, forced labour, debt bondage, deceptive recruiting for labour or services, and the worst forms of child labour.

How can we be involved in modern slavery?

In assessing our risk of involvement in modern slavery, we use the continuum of involvement set out in the UN Guiding Principles on Business and Human Rights (UNGPs). This continuum of involvement guides our understanding of how, potentially, we could be involved in modern slavery and how we respond.



Governance

Anglo American is committed to ensuring effective governance and oversight of our efforts to assess and address modern slavery and other human rights-related risks.

- Our Sustainability Committee, on behalf of the Anglo American plc Board:
- Oversees Group-level policies, processes and strategies designed to manage safety, health, environment, socio-political, and supply chain risks
 - Aims to achieve compliance with sustainable development responsibilities and commitments
 - Strives to ensure Anglo American continues to be a global leader in sustainable mining.

The Sustainability Committee has visibility of risks and opportunities related to human rights.

Approval of our policies relating to human rights, including modern slavery, sits with the Board. Overall accountability for human rights lies with the Corporate Relations and Sustainable Impact function, with other functions (notably, Human Resources and Supply Chain) and business units (including Marketing) playing leading roles in managing risks in their respective areas of the business.



Policies and resources

Anglo American has a robust policy framework, which is underpinned by our Code of Conduct and Values. The implementation of our policies is typically enabled by supporting procedures, guidance documents, toolkits and assurance activities.

The policies and resources set out in the table below are relevant to our human rights (including modern slavery) risk management.

Policies and resources	Implementation action
Code of Conduct Incorporates our commitment to respecting labour and human rights. This includes our commitment to the International Labour Organization’s (ILO) core labour rights, including a zero-tolerance approach to modern slavery, forced labour and child labour.	Our Code of Conduct is available in several languages on our website and intranet. Code of Conduct training is mandatory for all connected employees and contractors and is embedded in employee and key supplier agreements.
Human Rights Policy Reinforces our commitment to human rights and support for the UNGPs. It also sets out our commitment to the ILO’s fundamental labour rights, which includes a zero-tolerance approach to forced, bonded and child labour.	Our Human Rights Policy is available on our website and intranet in several languages and is embedded in the Social Way management system. Human rights awareness training is now mandatory for all connected employees and contractors, and training modules for specific functions are being rolled out during 2023.
Responsible Sourcing Standard for Suppliers Sets out our requirements and expectations of suppliers of goods and services across five pillars, including respecting labour and human rights. There is a specific requirement that suppliers combat all forms of modern slavery, including the elimination of trafficked, forced, bonded and involuntary prison labour.	Our Responsible Sourcing Standard is available on our website in several languages and its requirements are embedded in our supplier contract templates and purchase order conditions. A failure by a supplier to comply with the Responsible Sourcing Standard, including the requirements relating to modern slavery, or demonstrating evidence of remediation, constitutes a breach of the standard contract and gives us suspension and termination rights under the contract.
Marketing Responsible Commodity Sourcing Policy Builds on our commitment to respect human and labour rights expressed in our Responsible Sourcing Standard to provide additional guidance for our commodity suppliers and intermediaries. This policy will require that commodity suppliers commit to respecting labour and human rights, and implement appropriate mechanisms to evaluate and address supply chain-related risks, including modern slavery-related risks, for the metals and minerals they supply to our Marketing business.	Our Responsible Commodity Sourcing Policy is available on our intranet, and a summary will be available on our website in future. The requirements it sets are being embedded into our Know Your Counterparty (KYC) process in the form of a comprehensive self-assessment questionnaire. Trading counterparties will be required to complete the questionnaire and use reasonable endeavours to address material risks as part of our purchase conditions. We are developing training materials for internal teams, which we expect to launch in late 2023.
Social Way Policy and Toolkit Anglo American’s Social Way Policy underscores our human rights commitment and is based on leading international reference standards, including the UNGPs. A human rights approach has been applied to the Social Way, which requires all sites to conduct a social and human rights risk analysis (SHIRA) on an annual basis throughout the life of an asset. One of the categories that is included in the SHIRA process is impacts on personal and political security, including the right to freedom from slavery and forced and child labour.	Our Social Way Policy and Toolkit are available on our website and intranet. The total number of hours spent on Social Way training amounts to 28,517 since 2020.



Training and capacity building

Anglo American strives to enable a continuous learning culture and ensure that our people are supported to build the knowledge and capability needed to help us meet our commitment to respecting human rights, including by addressing modern slavery risks.

Code of Conduct training (which covers human rights, including modern slavery) is available on our online training platform and is mandatory for all connected employees and contractors. In 2022, we developed and launched new training material on our Code of Conduct and developed several awareness communications. By the end of 2022, 16,599 employees had completed the new online training. For the first time, we also used our Engage mobile app to make training and awareness materials more accessible to our frontline workforce who are not based in an office setting.

During 2022, we commenced developing a suite of human rights training across our business. The basic human rights training module, for both employees and contractors, has been assigned to about 18,000 employees and is part of mandatory compliance training for connected employees. While this module does not focus on modern slavery, it aims to provide an introduction to human rights, which is also applicable to specific human rights issues such as modern slavery. We are also rolling out human rights training modules tailored to the specific risks that employees working in the human resources, environmental, supply chain, marketing and shipping disciplines might encounter. These modules cover modern slavery-related and other human rights risks.

In 2019, a network of Responsible Sourcing Champions was established. The network comprises employees across our Supply Chain function representing various Anglo American business units. Members of the network champion responsible sourcing best practice within Anglo American. There are several mechanisms for raising awareness of human rights in Anglo American beyond training. Short guides on various human rights topics, including modern slavery, are prepared and circulated and an annual Human Rights Trends Report is presented across the business and featured on the company intranet along with other resources. The Human Rights Working Group comprises representatives from all business units and functions and meets quarterly.

Case study



Modern slavery training at Steelmaking Coal

Our Steelmaking Coal business trains its Supply Chain team on assessing modern slavery risk. It addresses risk factors associated with a supplier’s sector, entity type, geographic origin and procurement model. It provides a self-assessment checklist our procurement team can use to consider these risk factors. The checklist includes links to relevant Anglo American and third-party resources, such as the Global Slavery Index, the Business and Human Rights Resource Centre and relevant Australian government web pages.

Identifying, assessing and addressing modern slavery risks



Modern slavery hotspot analysis

Our human rights due diligence processes typically cut across the full spectrum of human rights. In 2022, we conducted a hotspot analysis in an effort to better understand where our business relationships may give rise to modern slavery risks.

The modern slavery hotspot analysis pointed to 15 indicative modern slavery hotspots that identify potential areas of most severe modern slavery risk across our value chain. The exercise was not designed to identify actual instances of modern slavery. Rather, these hotspots can assist us to target and prioritise our modern slavery risk management.

Risk profiles for each of these hotspots have been developed and in 2023, we will undertake further work to deepen our understanding of a sub-set of the modern slavery hotspots identified in this analysis, including through an external deep-dive to identify potential exposure and risk, as well as the adequacy of our due diligence and controls.

Summary of modern slavery hotspot analysis (with potential for directly linked involvement)		Risk factors						Area of value chain						
		Low-skilled labour	Temporary labour	Strong pricing competition	Migrant labour	Sub-contracting and complex supply chains	Sourcing from high-risk geographies	Discovery	Plan and build	Mine	Process	Move and market	Customers	End-of-life plan
Modern slavery risk hotspot	Hypothetical examples of risk													
Temporary low-skilled labour for sites	Contracted mining services workers could be exploited through modern slavery practices on the part of the contractor.													
Logistics and transport services in high-risk geographies	Drivers transporting commodities from site to a storage facility could be exploited through modern slavery.													
Security services	Security personnel engaged at a site could be exploited through modern slavery practices on the part of the security provider.													
Site-management services	Sub-contracted workers providing cleaning services at sites could be exploited through modern slavery practices on the part of the service provider.													
Third-party storage facilities, including warehouses and ports	Workers at a port facility owned and managed by a third party could be exploited through modern slavery.													
End-of-life waste management (including demolition and recycling)	Workers involved in end-of-life demolition activities at a site could be exploited through modern slavery.													
Renewable energy sources, including solar panels and batteries	Materials used in solar panels, batteries and other technologies could be produced using workers exploited through modern slavery.													
Personal protective equipment (PPE) and workwear	Workers manufacturing workwear in suppliers' factories could be exploited through modern slavery.													
Tyres and other rubber products	Young migrant workers on rubber plantations producing rubber used in mining truck tyres could be exploited through the worst forms of child labour.													
Fuel, oil and lubricants	Seafarers on vessels transporting fuel from refineries could be exploited through modern slavery.													
Commodities purchased through spot trades	Raw materials purchased through a spot trade were extracted by a third party, which could use the worst forms of child labour.													
Processing of commodities from third parties in high-risk geographies	A mining company provides working capital to a smelter which could use workers exploited through modern slavery to process feedstock.													
Information and communications technology (ICT) equipment and services	Workers providing outsourced ICT support services at a call centre could be exploited through modern slavery by the centre operator.													
Shipping	Seafarers on a vessel chartered to transport commodities could be exploited through modern slavery by the ship owner.													
Construction labour and materials	Workers contracted for construction services on a site could be exploited using modern slavery by the contractor.													

* The risks highlighted as relating to the customer stage of our value chain reflect the modern slavery risks we consider may be most relevant to the transfer of commodities to customers. However, all the hotspots listed above may be relevant to customers' operations more broadly.

Responsible operations

Anglo American employs more than 105,000 people around the world. While a group like ours could potentially cause or contribute to modern slavery in and around operations through its acts or omissions, we are taking a range of steps to manage these risks.

Addressing risks to our workforce

We consider the risk of modern slavery among our direct employees to be low. This reflects the presence of internal controls designed to safeguard the rights of employees, as well as our commitment to comply with relevant workplace laws and standards in our countries of operation.

In relation to indirect employees, or contractors, the modern slavery hotspot analysis pointed to potential risks around low-skilled, temporary and migrant labourers. The waste management, construction, security, site management and ICT services industries were identified as higher-risk industries in this regard.

We strive to ensure that contractors to Anglo American are required to acknowledge and comply with our Code of Conduct. We have recently developed a clear set of minimum labour rights requirements for contracting companies. We are continuing to monitor this area, including to better understand how contractors are complying with these requirements.

Addressing risks to communities

The Social Way requires operations to conduct SHIRAs as the basis for understanding and managing social and human rights risks. This is an integrated process that captures a wide range of impacts, including economic, socio-cultural considerations, infrastructure and services, cultural heritage, community health and safety, and personal and political security impacts. One of the categories of impacts identified for management through the SHIRA process covers slavery, forced labour and child labour.

The SHIRA process does not mandate the inclusion of risks associated with suppliers or employees, although these stakeholders are included by some operations. Anglo American specific guidance for operations to conduct comprehensive human rights due diligence across all material stakeholder groups is being developed.



Responsible sourcing

Anglo American has an extensive supply chain, including more than 17,000 direct suppliers across 71 countries. We recognise that through our relationships with suppliers, there is the potential for us to contribute to, or be directly linked to, modern slavery and we are taking a range of steps to manage these risks.

We procure a range of goods and services to support the exploration, mining, transportation, aggregation, processing and technology required for our operations and corporate activities.

In 2022, our total global procurement expenditure was approximately US\$14.8 billion. More than 80% of our total expenditure was with direct suppliers located in South Africa, Brazil, Chile, Peru, Australia and Canada. Our top expenditure categories were professional services, construction, mining equipment, mining services, processing, mining commodities and facilities management, which accounted for approximately 70% of our total expenditure.

In Australia, the total procurement expenditure of our Steelmaking Coal business in 2022 was approximately US\$2.2 billion. As at 31 December 2022, our Steelmaking Coal business had 1,523 direct suppliers.

Understanding the risks

We have evaluated the modern slavery risks in our supply chains as part of assessing our broader responsible sourcing risks. This process uses a heat map, which considers safety risk, country risk, category risk, transaction volume, and expenditure profile to determine the responsible sourcing risks associated with various goods and services. Using the heat map, we have categorised direct suppliers as low, intermediate, medium or high risk.

We prioritise direct suppliers, given their large number and our greater degree of visibility of, and influence with, these suppliers. We recognise, however, the need to extend understanding of risks across the various tiers of the value chain.

We enhance the visibility of our supply chains through supplier traceability programmes. Through an ongoing partnership with an external supplier, we supplement supplier self-assessment questionnaires (SAQs) with external indicators linked to various risks. Since 2020, we have worked with a third party that provides a dedicated human rights and modern slavery online platform. This platform helps us to map our supply chain and better understand and mitigate human rights (including modern slavery) risks.

To enhance our overall due diligence, we commissioned a market study to support our ambition to map multiple tiers of our supplier value chain. We have been engaging with several strategic suppliers of mining-critical goods to map key production territories and, where applicable, major commodities used in producing these goods. We have also formalised an external partnership to understand trends in responsible sourcing and identify emerging technologies that could drive improved visibility and compliance. Mapping suppliers beyond our direct suppliers is a complex and ongoing process and that will take time to complete.

Country risk

We use the Global Slavery Index to inform our understanding of responsible sourcing risks in the countries in which our direct suppliers are located. As previously noted, in 2022 more than 80% of our total expenditure was with suppliers located in South Africa, Brazil, Chile, Peru, Australia and Canada, although we recognise that the countries in which our direct suppliers are located do not always reflect the source countries from which goods and services have been procured by those suppliers.

Category risk

We have identified several goods and services we procure as having a higher responsible sourcing risk across several criteria (see table alongside). The modern slavery hotspot analysis identified further areas of potential risk in our supply chain, which will help to prioritise our focus in 2023 and beyond.

We consider changing risk profiles related to other categories as needed. For example, there is a potential modern slavery risk related to the transition to low-carbon energy sources, which we are seeking to understand better.

Higher responsible sourcing risk	Modern slavery hotspots
• Road transport • Construction materials and services • Load and haul services • Contract mining • Feeder, screens and cyclones • Bulk chemicals • Re-agents and frothers (including processing chemicals) • Mine ventilation (including installation and supply of fans and extraction systems) • Freight forwarding	• Temporary low-skilled labour for sites • Logistics and transport services in high-risk geographies • Security services • Site-management services • Third-party storage facilities, including warehouses and ports • End-of-life waste management (including demolition + recycling) • Renewable energy sources, including solar panels + batteries • PPE and workwear (including uniforms, masks and gloves) • Tyres and other rubber products • Fuel, oil and lubricants • Commodities purchased through spot trades • Processing of commodities from third parties in high-risk geographies • ICT equipment and services • Shipping • Construction labour and materials

We have identified the following goods and services that we procure as having a higher risk of modern slavery in connection with our Steelmaking Coal business in Australia:

- Electrical components
- Electrical equipment
- Explosives
- Tyres and conveyor belts
- Construction materials and services
- Equipment and parts
- PPE, uniforms and all textile products
- Solar panels and green energy products
- Transport services (including shipping)
- Security services
- Facilities management services, including cleaning and food services.

Safety risk

Certain goods and services rely more on manual labour in their value chains, which is a potential indicator of higher worker safety risk. These include goods and services that are reliant on lifting and rigging, explosives handling and hazardous materials handling. While poor management of worker health and safety standards does not itself constitute modern slavery it can be seen as an indicator of labour rights risk.

Transaction volume and expenditure profile

While we recognise modern slavery risks may exist in relation to all suppliers, we prioritise suppliers based on transaction volume and expenditure volume.

Our approach to responsible sourcing

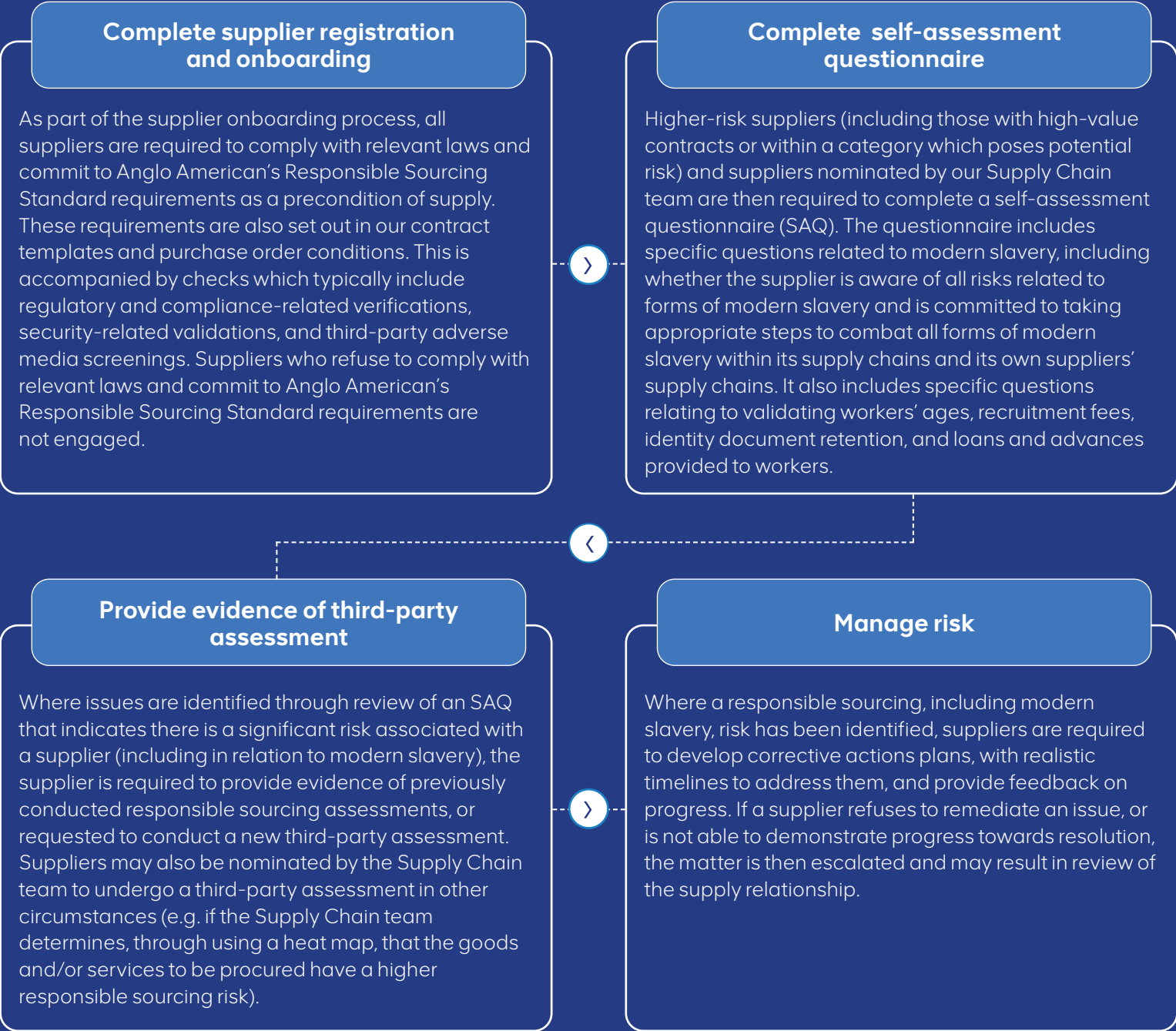
Our commitment to responsible sourcing prioritises ethical decision making when purchasing goods and services. Our Responsible Sourcing Strategy consists of four focus areas:



Supported by:

Regular review of standards Includes external benchmark of our Responsible Sourcing Standard and Modern Slavery Statement.	Collaboration with strategic suppliers Includes memoranda of understanding (MoUs) with large-spend suppliers on common ethical value chain objectives.	Internal training and awareness drives Include capacity programmes to support procurement and category teams to embed responsible sourcing practices in daily operations.
Risk and incident management process Formalising the escalation and consequence management linked to supplier risk.	Integration within supplier registration, onboarding and contracting Ensuring that our supply chain processes create awareness of responsible sourcing requirements.	Building supplier capacity Continuing to build capability of suppliers to identify and manage risks
Due diligence process Using a blended approach of internal checks, external databases, SAQs and third-party assessments to provide assurance of controls.	Risk-based supplier engagement Prioritising due diligence for suppliers in high-risk locations or categories that have a higher risk of involvement in severe impacts.	Engagement with industry-wide initiatives Drives standards alignment and mutual recognition, avoiding the duplicated effort and cost by sharing existing data.

Suppliers are expected to:



Self-assessment questionnaires

In 2022, 216 SAQs were completed, including 92 suppliers from high-risk country locations and 87 from high- and very high-risk industries. Through these SAQs, 21 suppliers were identified as moderate risk, one as medium risk and 194 as low risk.

Third-party on-site assessments remained limited in 2022, with three being conducted and paid for by Anglo American. Many suppliers, especially small businesses, have now started normalising operations following the impact of Covid-19, which will drive higher numbers of assessments in future. Separately, we have noted a positive trend with our critical suppliers, many of which have commenced programmes to provide their own assurance of ethical and workplace conditions across their production and supplier facilities. We believe there is a significant opportunity to reduce costs and the duplication of effort by understanding the extent to which these may be equivalent to our requirements.

We remain committed to inclusive procurement and therefore meet the costs of third-party assessments for small and medium-sized supplier businesses. In so doing, we make the process more accessible and support supplier efforts to improve workplace standards and controls. To this end, we commissioned and paid for about 50 audits annually prior to the onset of Covid-19.

Strengthening our approach to responsible sourcing

We have taken a number of additional steps to strengthen our approach to responsible sourcing. For example, we have included value chain mapping requirements and assurances of material provenance in our processes for the global sourcing of heavy mining equipment.

Further, six major multinational producers of equipment have been engaged on responsible sourcing requirements and requested to provide responsible sourcing plans up to 2027 as a pre-condition to participate in a global tender. We envisage that these plans will include actions related to modern slavery. We are also engaging with several strategic suppliers to align our ambition towards sustainability and ethical value chains, including introducing MoUs in this regard.

In 2022, we established a partnership model whereby senior managers at sites act as liaison points between host community suppliers and our Supply Chain function. These managers identify procurement opportunities, provide performance feedback and direct potential grievances to the business. This model has been implemented in our PGMs, Kumba Iron Ore and De Beers businesses in South Africa and will be scaled across all regions in which we operate. This partnership approach will help us deepen our engagement with suppliers, which may also result in opportunities to address modern slavery risks.



Responsible business relationships

Anglo American has formal relationships with various stakeholders across the value chain, including suppliers, customers, shareholders, financial institutions, industry associations and joint-venture partners. We recognise that through each of these types of relationships, a mining company could potentially contribute to or be directly linked to modern slavery and we are taking a range of steps to manage these risks.

The most material business relationships in the context of modern slavery are linked, but not limited, to our Marketing business, procurement activities and joint-venture partnerships.

Joint ventures

Anglo American holds interests in many joint ventures, including both managed and non-managed joint ventures (NMJVs). A mining company could potentially contribute to, or be directly linked to, modern slavery through its interest in NMJVs.

In 2022, we developed guidance that sets out our expectations and preferred outcomes for the terms of NMJV agreements, including in relation to human rights (including modern slavery) issues. It supports us, among other things, to set clear expectations when entering into new NMJV agreements regarding how human rights (including modern slavery) risks should be managed.

The NMJV guidance identifies, inter alia, both required and preferred terms regarding the management of human rights risks and issues. For example, the guidance includes terms relating to:

- Human rights-related policies and procedures
- The application of recognised international standards, such as the UNGPs and the ILO Core Labour Rights
- Assessments and audits in respect of human rights and related issues
- Board or committee oversight of environmental, social and governance matters
- Supplier policies and procedures
- Management training.



Marketing

We endeavour to match our commitment to reliable supply with robust assurance around responsible production, prioritising ethical decision making across our entire Marketing supply chain. We are building a consistent and comprehensive approach to sustainability screening, due diligence and post-deal management of sustainability risks and opportunities.

Our Marketing business optimises the value of our mineral resources for the benefit of all our stakeholders, including by demonstrating the high sustainability standards to which we are committed. We source and market resources from our own portfolio, as well as through complementary third-party production, with a focus on iron ore, steelmaking coal, PGMs, copper and nickel. The business meets the needs of more than 2,790 counterparties in over 80 locations by providing our physical products, logistics and technical support, as well as financing solutions.

Counterparty due diligence

We review risks in relation to Marketing counterparties, including customers and trading counterparties, through our know your counterparty (KYC) process. The KYC process aims to identify and mitigate bribery and corruption, sanctions, money laundering, and sustainability-related risks to our business. Counterparties are required to confirm that they have familiarised themselves with Anglo American’s policies and standards related to human rights.

Building on our established KYC process, we have put in place a consistent and comprehensive approach to sustainability due diligence across our structured origination deals. This includes human rights considerations such as a counterparty’s commitment to the UNGPs, and whether there are any indications that the counterparty is, or has been, involved in adverse human rights impacts (including modern slavery-related impacts). This process informs Anglo American’s decision making. Should a potential human rights (including modern slavery) issue be flagged during this process, we investigate how the company has addressed the issue and, where relevant, we engage further with the company around expected future actions.

Responsible commodity sourcing

An Anglo American Responsible Commodity Sourcing Policy was developed in 2022 and approved in early 2023. The policy builds on our commitment to respect labour and human rights expressed in our Responsible Sourcing Standard, and will provide additional guidance for our commodity suppliers and intermediaries.

We are developing training materials for internal teams, which we expect to launch in late 2023, including tailored training for specific risk categories like human rights.

Acquisitions

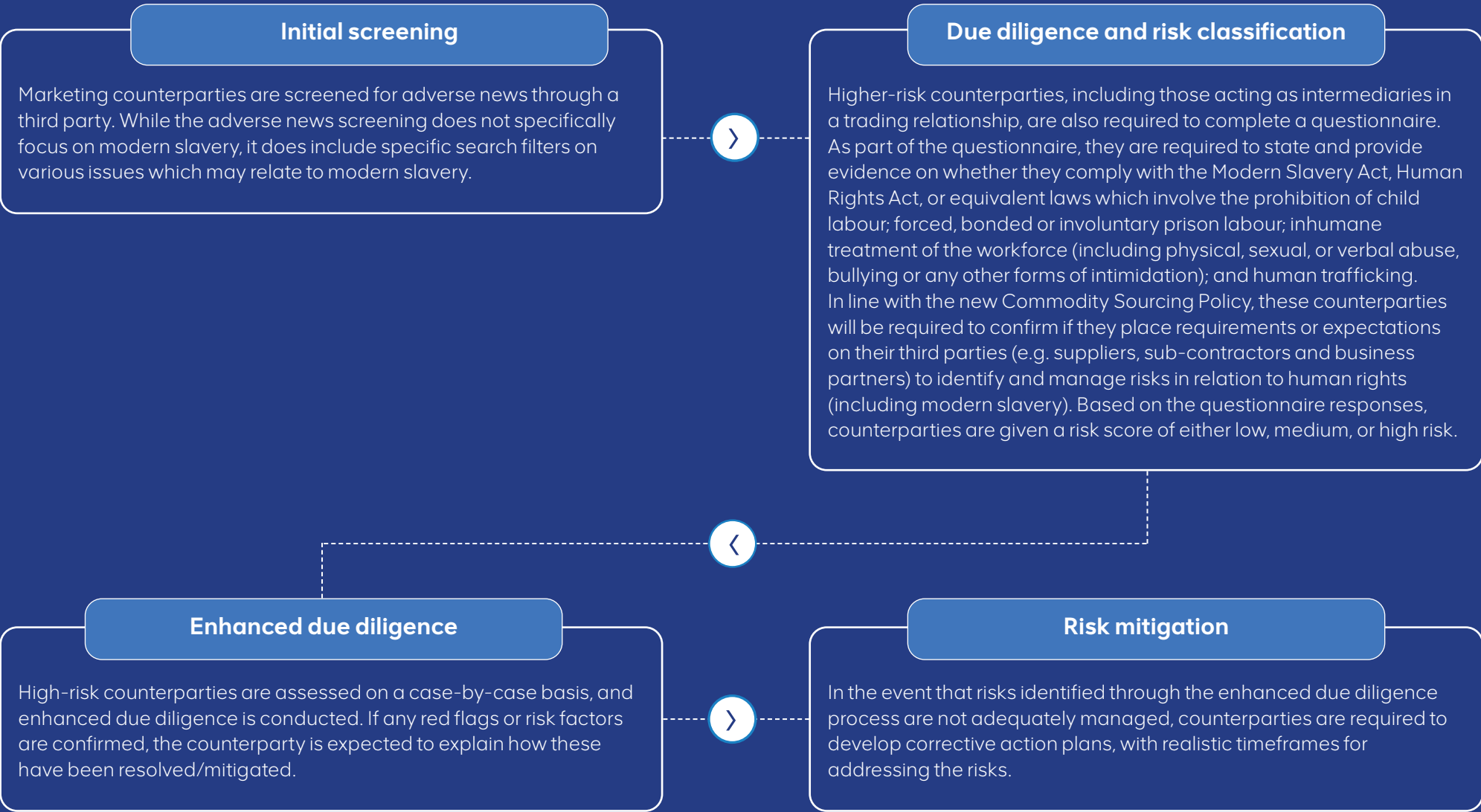
As our business expands, evolves and acquires new assets, Anglo American could potentially become involved in modern slavery through our acquisitions.

We conduct sustainability due diligence on potential acquisitions, including to identifying, assessing and addressing human rights (including modern slavery) risks and issues. Our approach to sustainability due diligence when acquiring a new asset shares a number of similarities with the due diligence approach described above in relation to our Marketing business. In addition, we undertake a gap and deficit analysis against our policies and procedures, and put in place an action plan to close any gaps and achieve alignment with Anglo American’s approach.

Connecting society with essential resources

Societal expectations • Rising global population and rapid urbanisation • Demographic and social change • Climate change and resource scarcity	Customer needs • A trusted partner • Solutions designed around customer needs • Shaping the future, together	Commercial platform • Product with physical characteristics that fulfil customer requirements • Service capability for a high-quality customer experience • Production to industry-leading standards: responsible and sustainable supply chain	Tailored offering • Tailored and integrated solutions • Diversified mined portfolio • Complementary third-party production	Connecting mine to market • Efficient and integrated processes • Sustainable freight • Digital and innovation • Commercial hubs and digital global presence	Mining • Equity • Third party • A portfolio of high-quality and long-life resource assets • Innovative practices and technologies • Operate all aspects of our business responsibly
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The KYC process



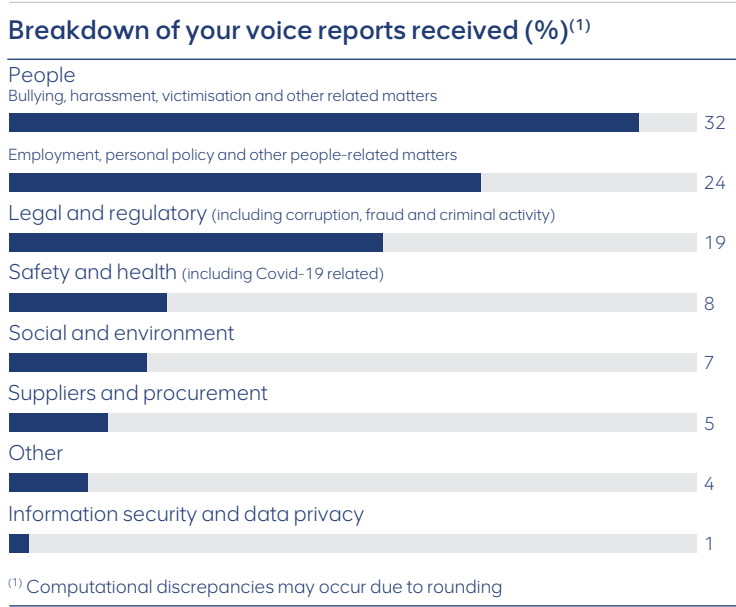
Remediation processes

In line with our Human Rights Policy, where we identify that we have caused or contributed to adverse human rights impacts (including modern slavery), we will co-operate in or provide for their remediation as appropriate.

To ensure accountability, our YourVoice confidential reporting service empowers employees, contractors, suppliers and other stakeholders to raise concerns anonymously about potentially unethical, unlawful or unsafe conduct or practices that conflict with our Values and Code of Conduct. Concerns related to human rights (including modern slavery) can be raised through YourVoice, our confidential whistleblower channel.

During 2022, we received 1,089 reports through YourVoice, a 37% increase from 2021. We attribute the increase to a heightened awareness of the channel as a result of several management initiatives, including the establishment of the ‘Living with Dignity’ and ‘Call It Out’ Hubs in South Africa and Australia, and a growing culture of trust that is giving people the confidence to raise concerns.

Of those allegations closed, 29% were substantiated or partially substantiated. Corrective actions were taken against substantiated allegations in accordance with our policies, resulting in 177 sanctions against employees and contractors, which included 56 exits of employees and contractors from the Group.



In addition to YourVoice, through our Social Way Policy, sites are required to implement grievance management procedures, and all grievances must be screened. As stated in the Social Way Toolkit, site-level mechanisms should follow the effectiveness criteria for operational-level grievance mechanisms in the UNGPs. External stakeholders, including contractors, can report grievances and incidents that have a social consequence through a site-level mechanism. One of the categories of incidents that can be reported is personal and political security, which includes incidents related to the right to freedom from slavery, forced and child labour, and debt bondage. Grievances and incidents of a higher social consequence level must be investigated and closed-out.

Our Responsible Sourcing Standard requires suppliers to provide or allow access to a grievance mechanism, including YourVoice.

In 2022, we received no modern slavery-related allegations or reports via YourVoice or our site-level mechanisms, although we recognise that this does not of itself mean that modern slavery is not present in our operations and supply chains.

Case study



Eliminating the most common contraventions of our Values and Code of Conduct

We receive allegations of behaviour that conflict with our Values and Code of Conduct, via a multilingual third-party, independent service provider. Our YourVoice reporting dashboard allows us to identify the type, location, and timing of reports, along with other data, to quickly identify potential trends.

During 2022, we introduced a root cause analysis process to help identify areas of concern and implement mitigating actions. The goal of root cause analysis is to create awareness of areas of concern, to avoid repetition of specific incidents and to reduce, and eventually eliminate, the most common contraventions of our Values and Code of Conduct across our business.

We started this process with a pilot, analysing ‘conflicts of interest’ reports received. Although information from our YourVoice service is the primary input to the root cause analysis process, we also monitor the broader regulatory environment, including what industry peers and other companies are doing in the countries where we operate, to flag broader issues of concern as they emerge. Aligned with our continuous improvement programme, we also consider global best practices set out by the authorities of host countries, to identify and implement improvement actions to address identified root causes.

The results of the root cause analysis are shared across the business units, and they are asked to consider and implement applicable recommendations. We subsequently follow up with individual business units to ensure that required actions have been undertaken. Root cause analysis reviews will continue to be performed through 2023 – and will be extended to encompass modern slavery incidents in the event that we discern a pattern or increased number of incidents reported through YourVoice.

Engagement and collaboration

Healthy stakeholder relationships help us to better understand and communicate 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, such as modern slavery.

As identified in our Annual Report, key stakeholder groups for Anglo American include employees and contractors, suppliers, trade unions, customers, governments, communities, investors, non-governmental organisations (NGOs), multilateral organisations, industry organisations and civil society.

transparency, community development and equality, are regularly discussed in engagements with all stakeholder groups, where relevant. Human rights as a dedicated topic of discussion takes place most frequently with civil society, suppliers and customers, although there has been a notable increase in interest from investors.

Matters with potential human rights implications, such as climate change, water, taxation, health and safety, livelihoods,

Engagement with stakeholders on human rights and modern slavery-related matters

Stakeholder	Approach	Human rights-related matters discussed
Employees and unions	We have more than 105,000 employees around the world. The Group undertakes global employee engagement surveys, while a Global Workforce Advisory Panel meets regularly to discuss a range of topics – the results of these processes are communicated to executive management and the Board. Every business unit has formal points of contact for union engagement, and material matters are routinely reported to various boards. In 2022, we held two dialogue sessions with the IndustriALL Global Union.	• Safe and healthy work environments • Mental health and well-being • Access to livelihoods • Equality and non-discrimination
Communities	Community engagement and local accountability are central to our Social Way 3.0 and Sustainable Mining Plan. The Social Way Policy sets out requirements for stakeholder engagement in support of social and human rights impact assessments, and the management of grievances and incidents, which are aligned with the UNGPs’ effectiveness criteria.	• Community health and safety • Livelihoods and job creation • Access to education • Land access, displacement and resettlement
Investors	The Group, through its Investor Relations team, has an active engagement programme with its key financial audiences, including institutional shareholders. Our Chief Executive and Group directors host regular sustainability updates for investors and other stakeholders every year.	• Employee health and safety • Sustainability, notably climate change and water • Workplace culture and harassment • Respect for human rights, including modern slavery
Suppliers	The Group engages with suppliers through several channels, including: supplier events; host community procurement forums; supplier capability development initiatives; various digital platforms; and our Responsible Sourcing programme.	• Modern slavery and labour rights • Local economic opportunities • Protecting the safety, health, well-being, human rights and dignity of workers
Customers	Our Marketing business engages with customers through direct personal engagements and via business and industry forums.	• Climate change • Responsibly mined and sourced materials • Responsible mining certification systems

Stakeholder	Approach	Human rights-related matters discussed
Civil society	The Group’s engagement includes one-on-one interactions as well as engagement through various multi-stakeholder initiatives, partnerships and participation in civil society gatherings. The Group hosts accountability dialogues on the UN’s Sustainable Development Goals (SDGs), which bring together a cross-section of stakeholders around our performance related to the SDGs. In relation to human rights, the Group participates in the UN Forum on Business and is a member of the Business Network on Civic Freedoms and Human Rights Defenders. There are also regular engagements with a range of NGOs such as the Institute for Human Rights and Business, Business and Human Rights Resource Centre, and International Alert. Our Steelmaking Coal business in Australia is a member of the UN Global Compact Network Australia and its Modern Slavery Community of Practice.	• Climate change and Just Transition • Respect for human rights • Social and community development • Transparency and reporting initiatives • Critical raw materials • Free, prior and informed consent
Governments and multilateral	We have regular face-to-face meetings with local and national government representatives and participate in inter-governmental and multilateral processes.	• Compliance with mining licence requirements • National and international developmental priorities • Taxation policy • Wider sustainability and development agenda, including climate change
Industry associations	The Group participates in more than 130 industry associations worldwide. The Group’s participation is directed by our International and Government Relations Policy. An independent review of our memberships is undertaken and published every second year.	• Employee health and safety • Sustainability matters, including a broad spectrum of environmental, social and governance topics • Respect for human rights

In November 2022, our Steelmaking Coal business supported Banana Regional Council in planning its Regional Capability Development programme. We delivered guidance and training materials to local and host community suppliers, and prospective suppliers, about what it means for a contract to be ‘socially material’. We also addressed our expectations of suppliers regarding fair and ethical labour and supply chain practices and provided education on our Responsible Sourcing Standard for Suppliers, which includes modern slavery.

Assessing the effectiveness of our approach

We are on a journey to complement our increasingly structured approach to addressing modern slavery with robust due diligence which is underpinned by effective monitoring and reporting.

For Anglo American, an effective approach to managing modern slavery risks includes having:

- Clear policies that set modern slavery-related expectations of personnel and business partners across the value chain
- Robust due diligence processes to identify, prevent, mitigate and account for how modern-slavery risks are addressed
- Processes to enable the remediation of any modern slavery-related incidents which we identify we have caused or contributed to, including grievance mechanisms that align with the UNGPs’ effectiveness criteria for non-judicial grievance mechanisms.

In 2022, quantitative measures we used to track our modern slavery approach included:

- Number of KYC checks
- Number of SAQs requested and completed by suppliers
- Number of corrective action plans in place and completed by suppliers and counterparties
- Percentage of employees who completed Code of Conduct training
- Number of YourVoice cases received and issue type
- Number of site-level grievances received and categorisation.

We also monitor third-party benchmarks and other reporting about the quality of modern slavery statements in Australia and the United Kingdom.

Additionally, as part of the Social Way Management System, we have a Social Way Assurance Framework, which contains the requirements, criteria, and processes through which Anglo American sites are assessed on their compliance with the Social Way Policy, including in relation to SHIRA. All sites are assessed on an annual basis by external, independent assessors. Based on the outcomes of the assurance process, site-level improvement plans, supported by ongoing training and capacity building, are developed for continuous improvement and learning.

Anglo American’s modern slavery risk management performance is tracked as part of the Group’s human rights programme by the Corporate Relations and Sustainable Impact function.

In relation to our Australian operations, qualitative measures we use to track our modern slavery approach in our Steelmaking Coal business include:

- Conducting an annual internal survey to assess the knowledge of the Steelmaking Coal business’s employees and contractors on modern slavery and the Responsible Sourcing approach
- Conducting supplier surveys to assess their understanding and awareness of modern slavery risks.

We are developing a human rights monitoring and accountability framework, which we expect to complete in 2023, and will continue to work to strengthen how we track the effectiveness of our modern slavery approach.



Looking forward

In 2023 and beyond, we will continue to strengthen our approach to identify, assess, and address modern slavery risks in our operations and supply chains.

Focus areas for 2023

- Commence a deep-dive analysis of key modern slavery risks
- Develop and roll out targeted human rights training modules for key functions involved in our efforts to assess and address modern slavery risks
- Identify opportunities to strengthen our incident reporting processes, including as regards any modern slavery incidents identified
- Continue to engage with our stakeholders on human rights issues, such as modern slavery
- Continue to map our supply chains beyond our direct suppliers, including to inform our understanding of potential modern slavery risks in our extended supply chain
- Develop human rights due diligence guidance for our sites outside the SHIRA and operational risk management processes
- Commence the development of a human rights monitoring and accountability framework
- Roll out our Responsible Commodity Sourcing Policy requirements
- Human rights are a Critical Foundation of the Anglo American Sustainable Mining Plan, with human rights considerations continuing to be integrated into operational and functional five-year sustainability plans.

Our Steelmaking Coal business will:

- Undertake a deep-dive analysis of high-value, high-risk suppliers
- Deliver refreshed supplier training on our Responsible Sourcing Standard for Suppliers.



Appendices

Appendix I – Reporting entities

Entity	Description
UK MSA reporting entities	
Anglo American plc (company number 03564138)	Global mining company listed on the London, Johannesburg, Swiss, Botswana and Namibia stock exchanges.
Anglo American Services (UK) Ltd (company number 02295324)	Principal activity is an investment holding company and provides management services to certain companies in the Group.
Anglo American Marketing Limited (company number 00405724)	Principal activity is the sale of nickel, copper, and iron ore to international customers, as well as the provision of sales services for various commodities produced by the Group or sourced from third parties, and the provision of marketing and other supporting services for certain companies in the Group.
Anglo Platinum Marketing Limited (company number 06726161)	Principal activity comprises the sale of platinum group metals and associated by-products to international customers.
Anglo American Technical & Sustainability Services Limited (company number 11352289)	Provides management, technical and consultancy services to certain companies in the Group.
Australian MSA reporting entities	
Anglo American Australia Limited (ABN 47 004 892 371)	Ultimate Australian holding company for the Australian steelmaking coal and corporate companies.
Anglo Operations (Australia) Pty Ltd (ABN 24 084 204 606)	Holding company for Anglo American’s manganese interests, comprising the 40% shareholding in Groote Eylandt Mining Company Pty Ltd.
Anglo American Steelmaking Coal Holdings Limited (ABN 52 079 017 940)	Main sub-holding company for Anglo American’s steelmaking coal operations in Australia.
Anglo American Steelmaking Coal Assets Pty Ltd (ABN 59 081 022 246)	Subsidiary of Anglo American Steelmaking Coal Holdings Limited and the main sub-holding company for Anglo American’s coal joint venture participant and operating companies.
Anglo American Steelmaking Coal Assets Eastern Australia Limited (ABN 81 009 727 851)	Subsidiary of Anglo American Steelmaking Coal Assets Pty Ltd and a sub-holding company for various companies.
Anglo Coal (German Creek) Pty Ltd (ABN 99 081 022 415)	Joint venture participant company that holds a 56.97% interest in the Capcoal joint venture, which includes the Aquila underground mine, and the Lake Lindsay open pit mine. It also holds a 52.7% interest in the Roper Creek joint venture.
Anglo Coal (Dawson) Holdings Pty Ltd (ABN 17 100 197 699)	Holding company for Anglo American’s interests in the Dawson coal mine.
Anglo Coal (Dawson) Limited (ABN 83 100 155 342)	Joint venture participant company that holds a 51% interest in the Dawson joint venture. The company is also a sub-holding company for various Dawson companies.
Moranbah North Coal Pty Ltd (ABN 99 007 083 249)	Joint venture participant company that holds an 88% interest in the Moranbah North Coal joint venture.

Appendix II – How our statement address the UK MSA and Australian MSA reporting criteria

UK MSA recommended reporting criteria	Australian MSA mandatory reporting criteria	Reference in this statement
N/A	Identify the reporting entity.	Appendix I – Reporting entities (page 24)
Organisation’s structure, its business, and its supply chains.	Describe the reporting entity’s structure, operations, and supply chains.	Our business at a glance (page 5), Our business model (page 6) and Our value chain (page 7)
Parts of the organisation’s business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps it has taken to assess and manage that risk.	Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls.	Identifying, assessing and addressing our modern slavery risks (page 12)
Organisation’s policies in relation to slavery and human trafficking; its due diligence processes in relation to slavery and human trafficking in its business and supply chains; the training about slavery and human trafficking available to its staff.	Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes.	Identifying, assessing and addressing our modern slavery risks (page 12)
Organisation’s effectiveness in ensuring that slavery and human trafficking are not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate.	Describe how the reporting entity assesses the effectiveness of such actions.	Assessing the effectiveness of our approach (page 22)
N/A	Describe the process of consultation with (i) any entities the reporting entity owns or controls; and (ii) for a reporting entity covered by a joint statement, the entity giving the statement.	About this statement (page 2)
N/A	Include any other information that the reporting entity, or the entity giving the statement, considers relevant.	Embedding our commitment (page 8) Engagement and collaboration (page 21) Looking forward (page 23)

Group terminology

In this document, 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. The use of those generic terms herein is for convenience only and is in no way indicative of how the Anglo American Group or any entity within it is structured, managed or controlled. Anglo American subsidiaries, and their management, are responsible for their own day-to-day operations, including but not limited to securing and maintaining all relevant licences and permits, operational adaptation and implementation of Group policies, management, training, and any applicable local grievance mechanisms. Anglo American produces Group-wide policies and procedures to ensure best uniform practices and standardisation across the Anglo American Group but is not responsible for the day-to-day implementation of such policies. Such policies and procedures constitute prescribed minimum standards only. Group operating subsidiaries are responsible for adapting those policies and procedures to reflect local conditions where appropriate, and for implementation, oversight and monitoring within their specific businesses.

Forward-looking statements and third party information

This document includes forward-looking statements. All statements other than statements of historical facts included in this document, including, without limitation, those regarding Anglo American’s financial position, business,

acquisition and divestment strategy, dividend policy, plans and objectives of management for future operations, prospects and projects (including development plans and objectives relating to Anglo American’s products, production forecasts and Ore Reserve and Mineral Resource positions) and sustainability performance related (including environmental, social and governance) goals, ambitions, targets, visions, milestones and aspirations, are forward-looking statements. By their nature, such forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance, or achievements of Anglo American or industry results to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.

Such forward-looking statements are based on numerous assumptions regarding Anglo American’s present and future business strategies and the environment in which Anglo American will operate in the future. Important factors that could cause Anglo American’s actual results, performance or achievements to differ materially from those in the forward-looking statements include, among others, levels of actual production during any period, levels of global demand and commodity market prices, unanticipated downturns in business relationships with customers or their purchases from Anglo American, mineral resource exploration and project development capabilities and delivery, recovery rates and other operational capabilities, safety, health or environmental incidents, the effects of global pandemics and outbreaks of infectious diseases, the impact of attacks from third parties on our information systems, natural catastrophes

or adverse geological conditions, climate change and extreme weather events, the outcome of litigation or regulatory proceedings, the availability of mining and processing equipment, the ability to obtain key inputs in a timely manner, the ability to produce and transport products profitably, the availability of necessary infrastructure (including transportation) services, the development, efficacy and adoption of new or competing technology, challenges in realising resource estimates or discovering new economic mineralisation, the impact of foreign currency exchange rates on market prices and operating costs, the availability of sufficient credit, liquidity and counterparty risks, the effects of inflation, terrorism, war, conflict, political or civil unrest, uncertainty, tensions and disputes and economic and financial conditions around the world, evolving societal and stakeholder requirements and expectations, shortages of skilled employees, unexpected difficulties relating to acquisitions or divestitures, competitive pressures and the actions of competitors, activities by courts, regulators and governmental authorities such as in relation to permitting or forcing closure of mines and ceasing of operations or maintenance of Anglo American’s assets and changes in taxation or safety, health, environmental or other types of regulation in the countries where Anglo American operates, conflicts over land and resource ownership rights and such other risk factors identified in Anglo American’s most recent Annual Report. Forward-looking statements should, therefore, be construed in light of such risk factors and undue reliance should not be placed on forward-looking statements.

These forward-looking statements speak only as of the date of this document. Anglo American expressly disclaims any obligation or undertaking (except as required by applicable law, the City Code on Takeovers and Mergers, the UK Listing Rules, the Disclosure and Transparency Rules of the Financial Conduct Authority, the Listings Requirements of the securities exchange of the JSE Limited in South Africa, the SIX Swiss Exchange, the Botswana Stock Exchange and the Namibian Stock Exchange and any other applicable regulations) to release publicly any updates or revisions to any forward-looking statement contained herein to reflect any change in Anglo American’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. Nothing in this document should be interpreted to mean that future earnings per share of Anglo American will necessarily match or exceed its historical published earnings per share. Certain statistical and other information about Anglo American included in this document is sourced from publicly available third-party sources. As such, it has not been independently verified and presents the views of those third parties, but may not necessarily correspond to the views held by Anglo American, and Anglo American expressly disclaims any responsibility for, or liability in respect of, such information.

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