

Report to Stakeholders 2020



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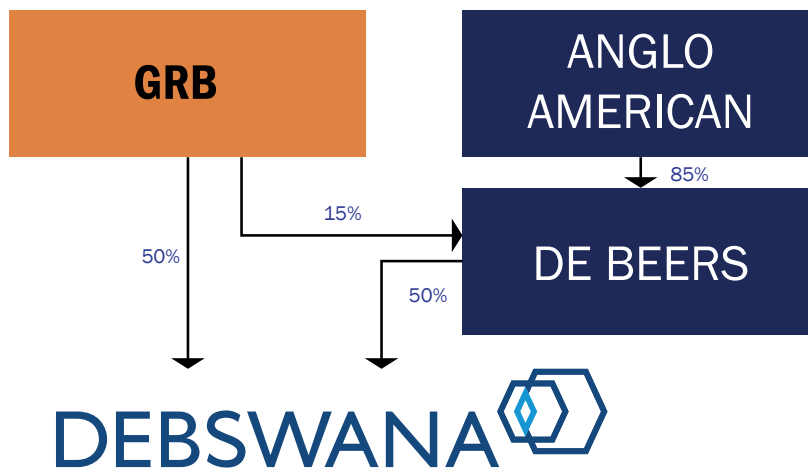
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Debswana in 2020

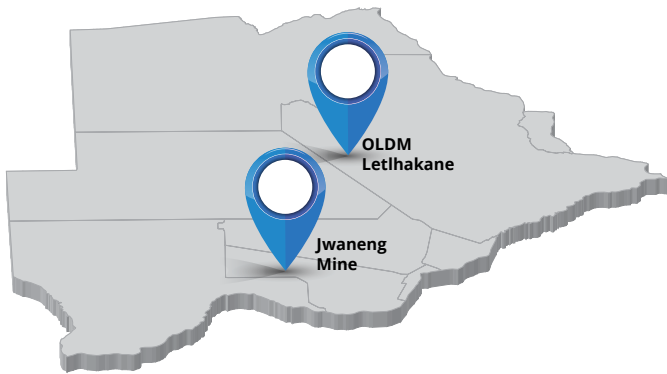
Debswana Diamond Company (Pty) Limited (Debswana) was established in 1969 and is one of the world's foremost diamond producer by value and volume. The company operates four diamond mines: Jwaneng, Orapa, Letlhakane and Damtshaa Mines (the latter three are grouped under the acronym OLDM) and has a Corporate Centre in Gaborone. In the year to 31 December 2020, the company recovered 16.6 million carats (2018: 23.3 million carats) a 29% decrease.

Debswana is an equal partnership between the Government of the Republic of Botswana (GRB) and the De Beers Group of Companies. The diamonds produced from the four mines are sold to De Beers and the Okavango Diamond Company, and Debswana is the biggest contributor to the De Beers Group rough diamond production.



Debswana is a major part of the national economy of Botswana and makes a significant contribution to country's gross domestic product, foreign exchange earnings and government revenue. It is one of the largest private sector employers, with more than 5 000 employees and 6 000 contractors working at its operations.

In addition to the mines, Debswana has two fully owned subsidiaries: Sesiro Insurance Company (Pty) Limited and The Wellness Fund Trust. Debswana also owns 42% of Broadhurst Primary School (Pty) Limited. Performance information in this report is limited to our mining operations.



	Jwaneng	OLDM	Corporate Centre	Total
Headcount	2692	2637	165	5494
Carats recovered	7.6	6.0	N/A	16.6

OUR PURPOSE

Make life
Brilliant



OUR MISSION

We mine and recover
diamonds safely,
optimally and
responsibly.



OUR VISION

To become a global
benchmark diamond
business.



OUR VALUES



Put Safety First

We consider all risks to people and the environment before proceeding with any activity. We address risks before beginning any activity, even if this means stopping a task. Zero Harm is always our goal.



Be Passionate

We are exhilarated by the product we mine and sell, the challenges we face and the opportunities we create. We will always be ahead in everything we do.



Pull Together

Being united in purpose and action, we will turn the diversity of our people, skills and experience into an unparalleled source of strength.



Build Trust

We will always listen first, then act with openness, honesty and integrity so that our relationships flourish.



Show We Care

We care deeply about each other and the people whose lives we touch, our communities and the environment we share. We will always think through the consequences of what we do so that our contribution to the world is real, lasting and makes us proud.



Shape The Future

We will find new ways. We will set demanding targets and take both tough decisions and considered risks to achieve them. We will insist on executional excellence and reward those who deliver.

About this report



CONTACT INFORMATION:

Enquiries about this report can be directed to
the Debswana Corporate Affairs Manager:

Mr. Louis Baseki,
LBaseki@debswana.bw
+267 361 4206.



Debswana Diamond Company is a private company and does not publish its financial statements. This Report to Stakeholders (RTS) provides an overview of the company's activities and performance for the period 1 January to 31 December 2020 and the outlook for the year ahead.

While the report provides a performance overview on page 7, most of the information presented is guided by the company's material sustainability issues, which were identified through a formal review, which included inputs from communities.

This is Debswana's fourth report aligned with the Global Reporting Initiative (GRI) Sustainability Reporting Standards and it has been prepared in accordance with the Core option. It includes information regarding the company's mines as well as the subsidiaries and investments.

Debswana endorses and supports several international sustainability initiatives, including:

- The Mining Association of Canada's Towards Sustainable Mining (TSM) program, adopted by the Botswana Chamber of Mines (BCM) in 2017 to improve environmental and social practices in the mining industry
- The International Finance Corporation's (IFC) performance standards on managing environmental and social risks
- The United Nations Guiding Principles on Human Rights
- The Voluntary Principles on Security and Human Rights
- The Kimberley Process which aims at stemming the illicit flow of conflict diamonds
- The Responsible Jewellery Council
- Anglo American's Social Way Programme
- The International Council on Mining and Metals (ICMM), through Anglo American

Debswana also applies the ISO 14001 (environmental management) and ISO 18001 (occupational health and safety) standards. Debswana is a member of, and supports various national bodies such as the Botswana Chamber of Mines, Business Botswana and the Kalahari Conservation Society. Debswana applies the precautionary principle by conducting environmental and social impact assessments for any new project or extension of existing projects. This is exemplified by the adoption of safety as an additional value.

Performance Overview



CONTACT INFORMATION:

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the Debswana Corporate Affairs Manager:

Mr. Louis Baseki,
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Operational performance

- **23.6** million tonnes treated (2019: 25.3 million tonnes)
- **16.6** million carats recovered (2018: 23.3 million carats)
- No loss of life incidents in 2020 (2019: 0)
- Total Recordable Injury Frequency Rate 0.10 (2019: 0.11)



Our people

- **5,494** employees (2019: 5 622)
- **23%** female employees
- **1 239** employees registered on the HIV programme (2019: 1 260)
- HIV/Aids mortality rate 0.0% (2019: 0.5%)



Social performance

- Social Way Score **93%**
- Towards Sustainable Mining Score – number of 'A' ratings 59A ratings (2019: 115)
- Corporate Social Investment spend P13 573 129.94 million (2019: P14.5 million)
- **35%** of procurement spent with citizen-owned companies (2019: 30%)
- **80%** community members used our mine hospitals (2019: 80%)



Environmental indicators

- **22.4 million m³** water consumption at mining operations (2019: 19 million m³)
- **453.8** GWh electricity consumption at mining operations (2019: 492.9 GWh)
- **85.5** thousand m³ diesel consumption at mining operations (2019: 118.2 thousand m³)

¹ Not directly comparable to the previous year's performance as normal full Social Way Assessment was not conducted and instead replaced by a performance improvement assessment which tested sites' performance against the three-year transition plan targets. This was due to the fact that Debswana transitioned to an updated version of the Social Way (from version v2.0 to v3.0).

Statement by the Debswana Board Chairman

Elias Magosi, Board Chairman



DEAR STAKEHOLDERS

The economic and geopolitical environments in 2020 were uncertain, and the outbreak of COVID-19 posed a threat to the local and global economy, as well as to Debswana business. It could be said that 2020 was a historic, tumultuous, turbulent and challenging year. We had to remain prudent when navigating the unpredictable economic climate, but our operations delivered reasonably good results thanks to the passion and hard work of Debswana employees. The impact of the resultant global COVID-19 movement restrictions and the subsequent shutdown of all jewellery markets outside of China and the entire midstream (India, Antwerp, Tel Aviv, Botswana, South Africa and Namibia) presented unprecedented significant challenges to the Company, as well as the whole diamond industry. The Company performance was, therefore, negatively affected as detailed in this report.

We are pleased with the improvements in Debswana's safety performance indicators for both 2019 and 2020 and are proud that we finished the year with zero fatalities. This is an outstanding achievement that reflects the continued success of the various safety programmes we have implemented across the Company. As success often breeds complacency, we must therefore remain resolute in our quest to achieve and maintain Zero Harm.

Strategic Performance

The 2018 High Performance Organisation (HPO) strategy implementation came to an end in 2018 and a new Debswana Strategy 2024 was developed with a theme "One Dream, One Team". The strategy calls for collaboration and partnerships in delivering Debswana's values of

Putting Safety First, Be Passionate, Pulling Together, Building Trust, Showing We Care, and Shaping The Future. The Strategy recognises that mining diamonds today has dramatically changed from when the Company was formed. New diversified skills sets, and technological innovations will be required to drive zero harm, people empowerment

and high performance now and in future. Central to the achievement of these goals is the establishment of the Transformation Office.

Against a backdrop of Debswana's 2019 overall solid operational performance albeit challenging year, all key operational performance indicators were subdued or negative in 2020. Total volumes moved decreased by 17%, and diamond production for the year decreased by 29%; revenue reduced by 27%; operating expenses reduced by 17%; distributions paid to shareholders decreased by a staggering 45%; and, Earnings Before Interest, Tax, Depreciation and Amortisation reduced by the same percentage. In the face of the Company's reduced performance, the Board took a deliberate step and adopted an over-arching strategy that was premised on cash conservation, producing to market demand, positioning the business for market up-turn readiness and ensuring that key decisions taken would minimise risks to Debswana's future. In effect, the Board's foremost priorities were to ensure the safety of staff and the survival of the business.

In March 2020, the World Health Organisation (WHO) declared COVID-19 a global pandemic. To the Company, the disease did not only disrupt its market due to global COVID-19 movement restrictions and the subsequent shutdown of all jewellery markets outside of China and the entire midstream including India, Antwerp, Tel Aviv, Botswana, South Africa and Namibia, but it also posed an existential threat to the human resource. This prompted the Board to provide for an expedited decision to convene an ad-hoc Board Committee to oversee the Company's initial overall COVID-19 response. This meant that provision of close support for the Company's overall COVID-19 response became a key focus area during 2020. To this end, the Board was compelled to accelerate implementation of those aspects of the newly approved Debswana Strategy 2024 that dealt with radical change and transformation for business survival purposes. Therefore, following the easing of COVID-19 movement restrictions and the embedding

of pandemic prevention and response protocols across the business, a multi-disciplinary team was assembled to develop various frameworks for the implementation of the transformational strategy in Quarter 3 of 2020.

In this era wherein climate change has been called the 'defining challenge' of our time by the former UN Secretary-General, Mr Ban Ki-moon, we are mindful that the energy we use in production that is derived from fossil fuel is a major driver of greenhouse gas emissions. Careful examination of our energy supply and use has led to energy efficiency and green financing being priority areas in our new organizational strategy. This has been emboldened by our commitment to Debswana being carbon neutral by 2030.

Governance

Debswana takes corporate governance very seriously and continuously monitors developments in corporate governance best practice and adopts aspects relevant to its business and ownership circumstances. In execution of its fiduciary duty, Debswana's thirteen-member Board is assisted by four (4) committees, namely, the Audit Committee, Remuneration and Nominations Committee (RemCo), Technical Committee (TECHCO), and the Sustainability Committee. These committees are guided by comprehensive charters that define their functions and scope to compliment the Board.

As a best practice to manage conflict of interest, a register of Directors' interests is kept at the registered office of the Company and remains available for inspection by the Board at any time. General declarations of interests are submitted by the Directors annually at the beginning of the year and updated whenever changes occur.

Ms Lynette Armstrong was appointed Debswana Acting Managing Director in August 2019, having held the position of Chief Financial Officer for Debswana since December 2015. Lynette joined De Beers Group in 2002 as Business Manager – Exploration and grew through the ranks in the industry to be the Company's CFO. I wish to extend my profound gratitude to her for the exceptional leadership, vision and unparalleled dedication in ensuring a successful 2020 for Debswana, under very trying industry and global

challenges. She has restored confidence of both employees, the Board and other stakeholders that the Company would ultimately survive these unprecedented hardships.

During the year, there were some changes in Board composition as follows:

- Dr W J Mandlebe replaced Mr S M Sekwakwa as Director and member of the Audit Committee on 1st January 2020.
- Mr K G Moshashane replaced Mr S H Brennan as Director and member of the Technical Committee on 15th June 2020.
- Mr R S Lawson replaced Mr N B Patel as Director from 24th July 2020 to 31st August 2020. Mr Patel also ceased to be a member of the Audit Committee on 24th July 2020.
- Ms S M Kuijlaars replaced Mr R S Lawson as Director on 1st September 2020 and also assumed membership of the Audit Committee.
- Mr M Daley replaced Mr A Vermeulen as a member of the Technical Committee on 15th November 2020.

I am delighted to welcome professionals of their calibre to the Debswana Board. We look forward to benefiting from their insights and expertise, more especially in driving the newly launched Debswana Strategy 2024.

A look ahead

Although the year ahead will no doubt continue to see challenges associated with the pandemic, the Board and Executive team will continue to focus on protecting our employees and delivering a resilient and sustainable business with a stronger financial performance for our shareholders. Debswana's Strategy 2024 provides clear priorities and I believe these will be invaluable in helping us to navigate this uncertain terrain. In addition, the Board has approved the creation of a dedicated Transformation and Innovation role at Group Executive Committee level whose focus will be to create an enabling environment for disruptive thinking, drive innovation, and deliver bold change and transformation for a sustainable Debswana against the backdrop of a dynamic and volatile business environment.



Debswana Managing Director's statement

Lynette Armstrong, Managing Director



I am pleased to report on Debswana's performance during 2020, a year that saw unexpected and unprecedented volatility across key markets, mainly due to the advent of the COVID-19 pandemic and related global restrictions. In these trying circumstances, Debswana's leadership team and employees have done an extraordinary job to adapt and evolve how we work. We have responded quickly to changing conditions and remained focused on driving our business forward in accordance with our Purpose and Values. The Board's foremost priorities naturally became to ensure the welfare of people and the survival of the business. Pursuant to this strategy some projects had to either be slowed down or halted. Training and development plans for re-tooling that focus on closing identified skills gaps were started across all levels and we started implementation of the restructured Corporate Social Investment (CSI).

The Debswana Strategy 2024 creates a platform from which we look to the future with resolve and determination. Bold decisions have to be made to achieve this strategy and making Debswana carbon neutral by 2030 is one such a decision. In the face of the realities of climate change, we remain committed to work towards operating carbon neutral mines.

Efficiency and Productivity Improvement

Following the Board approval of the Debswana Strategy 2024 in November 2019, Management embarked on a launch of the Company's new direction. A strategy execution roadmap was developed and presented to the Board (and its other committees). The main deliverables of the roadmap in 2020 were to define a delivery framework

for the new strategy, supporting frameworks for each of the strategy's five main pillars (viz., Safety, Environment and Community; People Transformation; Efficiency and Productivity Improvement; Innovation and Digital Transformation; and, Debswana Tomorrow) followed by the identification of initiatives to achieve the targeted outcomes and implementation plans for these. Progress of the strategy execution roadmap achieved 97% completion rate.

The COVID-19 pandemic had a big impact on Company cash flow. It resulted in decreased business performance, but the Company proved to be resilient as guided by the Debswana Strategy 2024.

- Total volumes moved decreased by **28%;**
- Diamond production for the year decreased by **29%;**
- Revenue reduced by **27%;**
- Operating expenses reduced by **17%;**
- Distributions paid to shareholders decreased by **45%;** and,
- Earnings before Interest, Tax, Depreciation and Amortisation reduced by **45%.**

The Board then adopted the One Dream One Team strategy, to among other deliverables conserve cash, produce to market demand, and position the business for market up-turn readiness. Several operational initiatives aimed at reducing production, and costs, as well as capital expenditure were considered and approved by the Board as detailed in this Report. In effect, the Board's foremost priorities were to ensure the safety of people and the survival of the business. To this end, Debswana developed very robust pandemic readiness and response protocols, working closely with the De Beers Group to share learnings and resources. A very high level of collaboration was achieved, which significantly enabled Debswana to contain the spread of COVID-19 and minimise operational disruption.

To unlock further value across the business, 2021 focus through to the end of the strategic term will be on the revised Cut 9 business case, the optimisation of Damtshaa Mine's business case, Supply Chain Management value optimisation and revamped citizen economic empowerment impact drive, Orapa No. 2 Plant overall equipment effectiveness improvement, asset management improvement roadmap, additional overall efficiencies in mining and ore processing, as well as digital transformation

People Transformation

To prepare the Company for future expansion, we continue our journey to building and driving robust skills to enable a transition to underground mining. Identifying how best to deploy technology/automation, data, and digitalization as key drivers to achieve organizational effectiveness and efficiency is central to this plan.

A Skills Development Plan was developed in Quarter 4 of 2019 to take into account the influence of Industry 4.0 in directing skills development as a way of achieving smart mining and cost-containment/operational targets. The Skills Development Plan considered various technology choices to arrive at a clear technology road map.

We continue to deploy various methods to retool our workforce, training and development plans that focus on closing identified skills gaps are actively running across all levels. Training and development are also being transformed to accommodate digital learning platforms and promote self-study in line with new ways of learning.

Our Diversity and Inclusion journey continues to be a key priority and component of our Human Resources Strategy, with a focus on gender, age, disability and family status. We have some way to go to achieve our goals for female representation and are implementing a number of initiatives to improve accessibility and working areas to enable increased representation of people with disabilities.

The Board approved Management's recommendation for an organisational resizing exercise to be undertaken, mainly to enable the realisation of Debswana 2024 Strategy by

optimising the existing Functional Leadership Operating Model, amongst other reasons that include designing the organisation for future business requirements and ensuring congruence between the various strategy enabling initiatives. In pursuit of the desired outcomes, cost-benefit analyses are underway for potential outsourcing areas, backed by Debswana's Citizen Economic Empowerment Programme (CEEP) initiatives to benefit non-employees and, where possible, also absorb the impact of internal job losses. Immediate opportunities were identified to permanently shut down Orapa No.1 Plant and place Damtshaa Mine on care and maintenance.

Debswana was the first mining company in the world to offer free HRT to HIV-positive employees and nearly two decades later this programme continues to be a great source of pride, with 1,260 employees and dependents registered on the programme and viral suppression rates of 99%.

A number of wellness interventions were implemented during the year to respond to the findings of a survey chief of which was the introduction of a wellness change management programme to assist employees in dealing with the various COVID-19 impacts, including the prevention of gender-based violence.

Safety, Environment and Communities

This is Debswana's third Annual Report to Stakeholders published in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards. The value of sustainability reporting was reinforced by the output from the materiality determination process conducted in January 2018 that fed into the new five-year strategy.

In 2018, Debswana set a goal to achieve absolute Zero Harm at its operations. The Company has implemented various strategic safety initiatives across the business to drive a step change in safety performance. In 2019, these included implementation of the Elimination of Fatalities programme (EoF) spearheaded by a team from Anglo-American, alcohol testing of all employees at mining operations and a fatigue management programme. This has achieved zero fatalities during both 2019 and 2020.

Debswana achieved a Total Recordable Injury Frequency Rate (TRIFR) of 0.10, a slight improvement on 2019 (0.11) and well below target of 0.16.

With a vision to repopulate the white rhino into the wild in Botswana, Southern Africa and beyond, a pilot project was started at Orapa Game Park that installed tracking sensors on the rhinos in the park. The sensor links to a graphic interface that allows technicians to identify the location of all the rhinos, their movement, speed and interactions. The system integrates other information such as photographs, flora and fauna surveys, water quality and containment breaches into a single interface to enhance decision making.

Climate change is not only a global concern but also a top risk to the business. The energy the Company uses in production is derived from fossil fuel, which is a major driver of greenhouse gas emissions, and the company

therefore need to carefully examine its energy supply and use. Debswana has developed an organizational strategy with energy efficient and green financing as key areas; and is committed to being carbon neutral by 2030.

Efforts are underway to improve energy efficiency at Debswana. The Company has installed appropriate metering at significant energy consuming equipment and appointed Energy Champions, and these initiatives are already showing results. During 2020 a target to deliver a carbon savings of 9% and deliver energy savings of 8% were pursued against the 2016 performance as a baseline with the result that a performance of 25.93kWh/Ton was achieved against a yearly target of 26.03 kWh /Ton. This represents a twenty-one (21%) improvement on the 2016 baseline performance due to stopping of processing stream and idling equipment; installation of energy efficient lights; installation of energy efficient motors; and training of personnel.



It is pleasing to note that there were significant incidents reduced to one (1) from three (3) in the previous period, no fatalities nor occupational health cases reported in 2020.

With the safety and sustainable development initiatives already in place and those that will be delivered to support the achievement of the Debswana Strategy 2024, the Company is poised to further improve its safety and sustainability performance to achieve the ultimate goal of Zero Harm.

COVID-19 Management and Containment

To preserve its human resource, Debswana developed very robust pandemic readiness and response protocols, working closely with the De Beers Group to share learnings and resources. Amongst the numerous interventions by the Company to control the spread of COVID-19 amongst employees was the installation of access card readers and an infrared fever screening system that has links to the security system. The two systems helped in the registration of all people who accessed the mines and monitoring body temperature. In addition to internal initiatives aimed at saving Debswana's human resources, the Company also contributed immensely to the national and regional efforts. When the Government established the COVID-19 Relief Fund and put up an investment of Two Billion Pula as seed money into it,

Debswana contributed BWP25 million pula into the Fund. BWP5 million was a commitment towards the production of 250,000 re-usable cotton masks for Debswana employees and business partners across all operations. The company further made an important consideration that the masks be produced by SMMEs based in host communities as part of a short-term plan to assist them to mitigate against COVID-19 impacts. About BWP1.5 million was paid directly to SMMEs in Jwaneng and Orapa, Letlhakane and Damtshaa Mines. This was premised on the belief that the mines could not have an effective response in the fight against the COVID-19 pandemic whilst the communities were not capacitated to deal with the pandemic.

In order to ensure a conscientious response in host communities, and thanks to the support from the Anglo-American Foundation, the Company further developed Community Response Plans in partnership with key stakeholders amongst them District Disaster Management Committees (DDMC), District Health Management Teams (DHMT) and NGOs. This culminated into re-purposing of already existing company facilities, support for availability of isolation centres and provision of food hampers and water provision to vulnerable and marginalised communities. Debswana's standing policy on volunteerism and the Show We Care Value saw employees across Debswana



operations augmenting the Company's efforts by donating directly to various recipients that included hospitals, schools and disadvantaged members of the community. Debswana employees have donated a total of BWP350, 000.00 in cash and in kind to assist communities around the mining operations.

Innovation and Digital Transformation

The innovation and digital transformation pillar integrates the various strategic initiatives across the business. Each of these initiatives either pursue or depend on innovation and digitisation to varying degrees. Work was commenced on an innovation and digital transformation roadmap consisting of transformational initiatives to provide solutions for both technical and operational challenges, as well as for the enablement of talent optimisation. Some of the key focus areas are enablement of integrated operations, predictive Maintenance, autonomous operations, as well as planning and implementing transformation for the workforce of the future.

Debswana – Tomorrow

This pillar has a dedicated focus on Debswana's remaining life of mine, as currently understood through the Resource Development Plan. Debswana Tomorrow is about executing the right projects at the right time and optimising available

resources for these. Key focus areas for this pillar are future smart mining, analytics-based business planning, project pipeline development and sequencing, future underground mining skills development, large projects front-end loading, transition planning, operational readiness, and execution excellence.

Three areas were identified as key enablers for the strategic pillars, being Change Management, Integrated Planning and Value Management.

Culture change and the ability to secure alignment of all stakeholders through the transformation journey will be a key success factor in shaping a sustainable Debswana going into the future.

Integrated planning is an initiative that seeks to optimise value, efficiency and productivity through dynamic scenario planning and options selection. Value management will bring more vigour to the evaluation strategic initiatives and/or workstreams to ensure that only opportunities that offer maximum business impact are prioritised and pursued.

This approach will contribute to the protection of margins by avoiding investment of time and other resources on sub-optimal initiatives.

Debswana Strategy 2024

- One Dream, One Team -

Following the conclusion of the HPO 2018 strategy, Strategy 2024 was developed covering the short to medium term (2024) as well as the long-term outlook to 2052. The strategy was finalised and approved by the Board in November 2019, and launched in the first quarter of 2020.

OUR PURPOSE

Make Life Brilliant

OUR GOAL

To lead a technology and cultural transformation to release BWP10 billion additional value from our assets

In developing our new strategy, we considered a range of external and internal factors, including the various aspects of the challenging global environment and a number of internal challenges we face in maximising the value of our assets. These internal challenges include those presented by planned large mine-life extension projects, notably Cut 9 in Jwaneng and Cut 3 in Orapa, that will expand our operations and transition from open pits to super pits and eventually possible underground mining. This next phase will bring increased complexity as fixed plants get older and mining pits deepen, increasing costs and putting pressure on profit margins.

Debswana's Strategy 2024 aims to leverage new technologies, innovation and our diversified skill base to drive zero harm, people empowerment and high performance on current and future projects to achieve our goal of releasing an additional BWP10 billion in value from our assets by 2024. The strategy continues to place a sharp focus on people safety, environmental protection and social performance to ensure sustainable economic development while optimising shareholders returns. It aligns with shareholder aspirations, including the Government of Botswana (GoB) Vision 2036 and Sustainable Development Goals (SDG) Roadmap as

well as De Beers Building Forever (see page 19).

The strategy process developed a well-defined ideal future and leadership co-created and prioritised the necessary strategic focus areas to ensure ownership and alignment. It galvanises leadership's vision and commitment to drive the shift from business-as-usual to create the foundation for a sustainable future, delivering on Debswana's purpose.

The strategy recognises Debswana's people as a critical resource to ensure development continues to create a capable, skilled, engaged, purpose-driven and empowered workforce that can meet current and future organizational requirements.

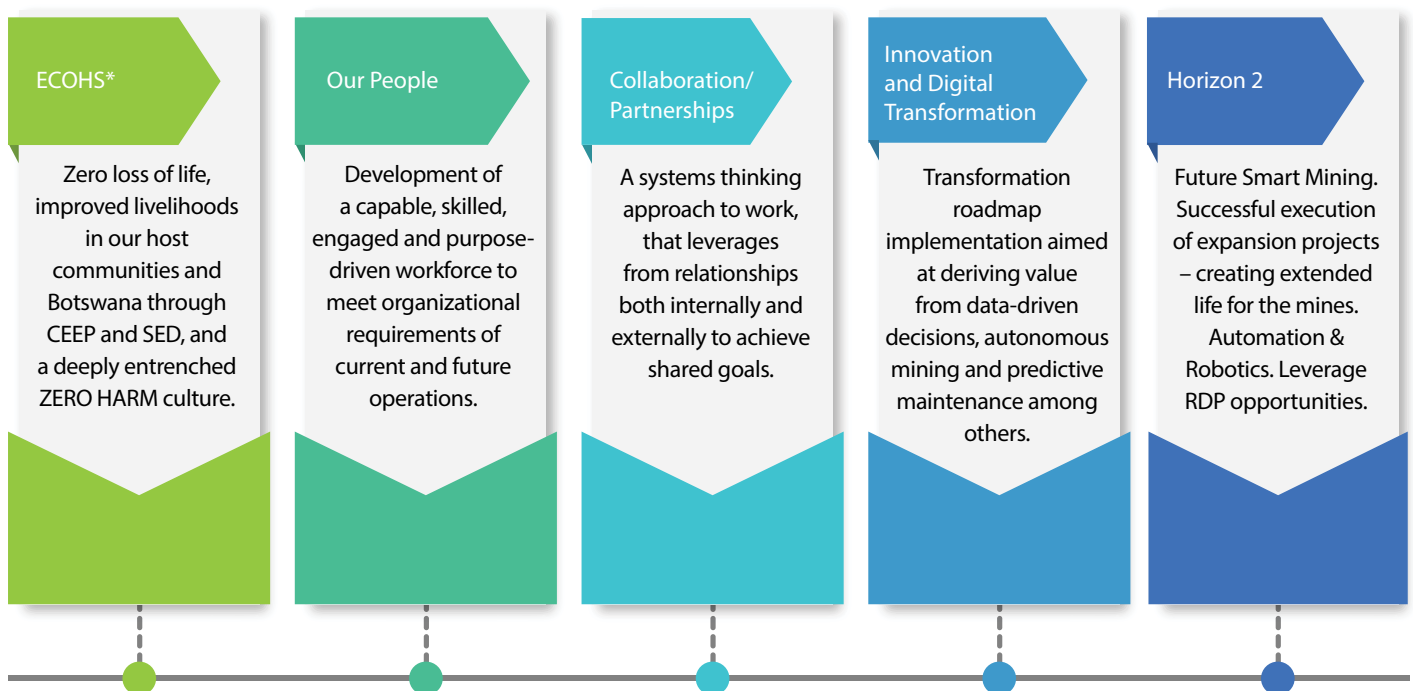
Strategy 2024 supports the national aspirations set out in Botswana's Vision 2036, specifically the Sustainable Economic Development pillar, by creating a better future for Botswana while Optimizing Shareholder Returns.

The new strategy recognises environmental and social factors as key pillars of our strategy, including the need to develop the skills required in the future as the company embraces new technologies and digitization.

Debswana's One Dream One Team Strategic Pillars



Five strategic enablers were identified that will be key in achieving the strategy:



The strategy also identifies the eight areas requiring step change to achieve business transformation and the ten main initiative areas that will be tracked. Implementation will be overseen by the Transformation Office, which has been established to manage performance through a Hive approach, track and report progress on the initiatives, monitor change

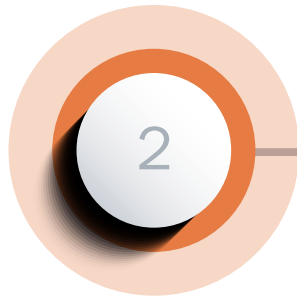
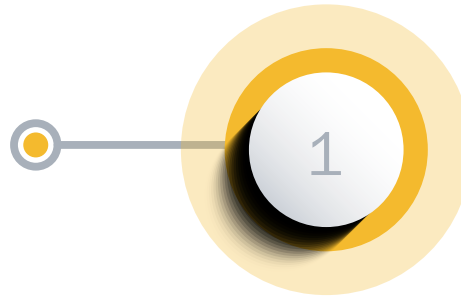
and communication, and oversee risks and opportunities.

Site and functional strategies with relevant objectives will be aligned with the overall strategy and progress will be tracked and reported against a scorecard.

The diamond value chain

MINING

Rock is drilled and blasted to break it up. Large shovels load the resulting ore and waste rock into massive trucks. Ore is transported to the primary crusher and waste rock is deposited at waste dumps.

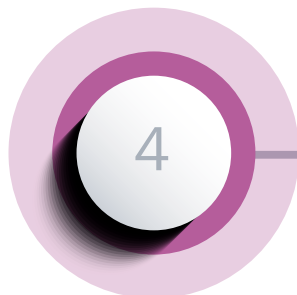
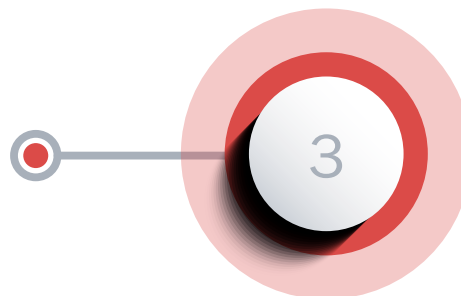


COMMUNUTION

Crushing, scrubbing and recrushing processes further break down the ore to liberate diamonds and reduce particles to a manageable size.

CONCENTRATION

The small pieces of ore are mixed into a slurry of ferrosilicon and water in a process known as Dense Media Separation (DMS). Diamonds are denser than the rock that hosts them and sink to the bottom of the slurry. The concentrate that contains diamonds (sinks) is transported to the recovery plant and the material that floats (tailings) is transported to the recrushing plant for further comminution.



RECOVERY

Diamonds are recovered from the stream of prepared concentrate using some of their remarkable properties. Diamonds fluoresce when irradiated with x-rays and emit a unique signature under laser light. They also repel water and are attracted to grease. When the concentrate is mixed and passed over a grease belt, the diamonds stick to the grease and are removed.

SORTING AND SALES

Diamond sorting, cleaning, packaging and weighing takes place in a Fully Integrated Sorthouse (FISH), part of the Aquarium facility. FISH maximises diamond security while optimising diamond sorting through the use of laser technology. Debswana diamonds are then sorted and valued by the Diamond Trading Company Botswana (DTCB) in Gaborone before being sold to De Beers and the Okavango Diamond Company.



RESIDUE DISPOSAL

The tailings (waste or residue) from concentration, recovery and sorting are disposed of in mineral residue dumps.

Governance

The Debswana Board is a unitary board that is ultimately accountable for the Company's activities. It is assisted in executing its responsibilities by four board committees. The Board deals with all Company business not specifically delegated to its Committees or management, and monitors the use of resources to achieve the aims of the Company.

MEMBERSHIP OF THE BOARD OF DIRECTORS AS AT 31ST DECEMBER 2020

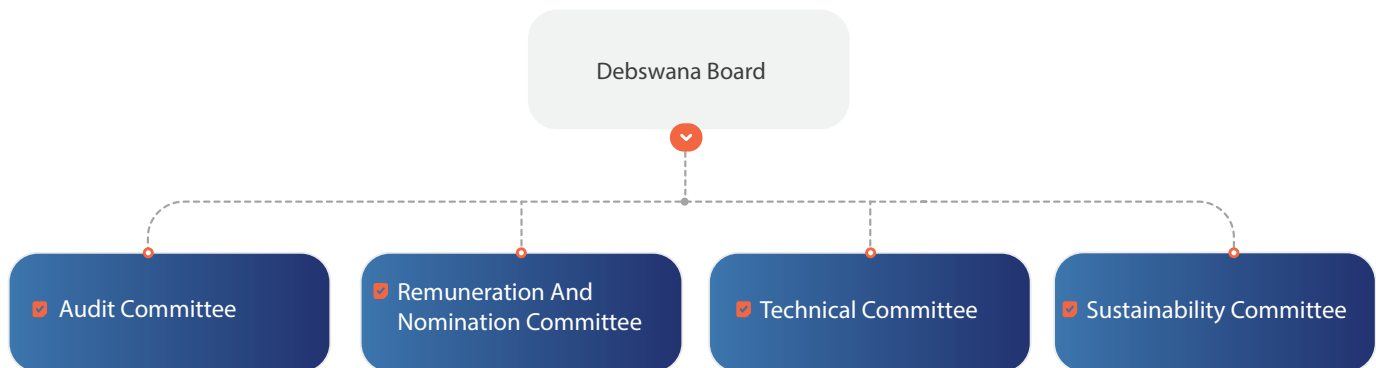


Figure 1: Debswana Governance Structure

Mr E M Magosi (Chairman)

Board Chairman, Permanent Secretary to the President

Mr B A Cleaver (Deputy Chairman)

Chief Executive Officer, De Beers Group

Ms L E Armstrong

Debswana Acting Managing Director

Ms A B W Berridge

Executive Vice - President, Commercial and Partnerships, De Beers Group

Ms A C Cormack

Executive Head - Human Resources, De Beers Group

Mr B Greeff

Executive Head - Technical, De Beers Group

Advocate A Keetshabe

Attorney General, Republic of Botswana

Mr M Masire

Permanent Secretary, Ministry of Mineral Resources, Green Technology and Energy Security

Mr D N Moroka

Resident Director, De Beers Botswana

Ms S M Kuijlaars

Chief Financial Officer, De Beers Group

Dr W J Mandlebe

Permanent Secretary, Ministry of Finance and Economic Development

Mr M D Pelaelo

Bank Governor, Bank of Botswana

Mr K G Moshashane

Debswana Board

During the year, there were some changes in Board composition as follows:

Dr W J Mandlebe replaced Mr S M Sekwakwa as Director and member of the Audit Committee on 1st January 2020.

Mr K G Moshashane replaced Mr S H Brennan as Director and member of the Technical Committee on 15th June 2020.

Mr R S Lawson replaced Mr N B Patel as Director from 24th July 2020 to 31st August 2020. Mr Patel also ceased to be a member of the Audit Committee on 24th July 2020.

Ms S M Kuijlaars replaced Mr R S Lawson as Director on 1st September 2020 and also assumed membership of the Audit Committee.

Mr M Daley replaced Mr A Vermeulen as a member of the Technical Committee on 15th November 2020.

Audit Committee

The primary roles of the Audit Committee are to monitor the adequacy of financial information reported to the shareholders and to monitor internal controls, accounting policies and financial reporting. It also serves as a forum for communication between the Board, external auditors and internal auditors. The committee meets at least three times a year

RemCo members:

- Ms A B W Berridge - Executive Vice- President, Commercial and Partnerships, De Beers Group (Chairperson)
- Mr M D Pelaelo – Bank Governor, Bank of Botswana
- Mr M Masire - Permanent Secretary, Ministry of Mineral Resources, Green Technology and Energy Security
- Mr D N Moroka – Resident Director, De Beers Botswana
- Ms L E Armstrong - Acting Managing Director (ex-officio member) (secretary)

Technical Committee

The Technical Committee considers technical issues, mining plans and proposals, capital expenditure and Company budgets. It provides overall technical assurance and makes recommendations on technical matters to the Board. The committee meets at least four times a year.

The Sustainability Committee monitors and evaluates all aspects of the Company's sustainability performance, including social, safety, environmental and occupational health. It reviews, provides assurance and makes recommendations to the Board on key sustainability issues and CSI projects. The committee meets at least three times per year.

The members of the Debswana Sustainability Committee are appointed by the Debswana Board of Directors and consist of three voting members. The Group Head of Safety and Sustainable Development and the Group Head of Corporate Affairs are ex-officio, non-voting members of the Committee.

Audit Committee members

- Ms S M Kuijlaars (Chairperson)
- Dr W J Mandlebe
- Mr D N Moroka
- Mr M Masire
- Ms L E Armstrong (Acting Ex-Officio Member)

Remuneration and Nominations Committee (RemCo)

The Remuneration and Nominations Committee's (RemCo) primary mandate is to make recommendations on the compensation, incentivisation and performance targets of any executive directors, as well as salary scales for executive management. In addition, RemCo's remit is to review and recommend for approval by the Board, the structure and funding levels of any executive bonus and incentive schemes.

The Committee also recommends proposals for Directors' fees to the Shareholders, recommends for approval by the Board, proposals for Senior Executive Management appointments, and endorses, prior to action being taken, decisions by the Managing Director to dismiss Senior Executive Management and provide assurance, if necessary, to the Board on disciplinary processes followed.

Technical Committee members:

- Mr K G Moshashane
- Mr B Greeff
- Mr M Daley (Non-Board Member)
- Mr N C Mmolawa (Non-Board Member)
- Co-opted Member:
- Mr O Ditsele (Non-Board Member)

Sustainability Committee members:

- Ms L E Armstrong (Acting Chairperson)
- Mr D N Moroka
- Mr M Masire
- Ms R L Mothibatsela– (Non-Voting Member)
- Mr T Molosiwa – (Non-Voting Member)

Business integrity and ethical conduct

We are committed to the highest standards of business integrity, governance and ethical conduct. Debswana's Code of Conduct provides a clear framework within which employees, contractors and business partners of Debswana should conduct themselves. It lays out the principles that the Company has chosen to abide by, in doing so living the company values, preserving company integrity, reputation and achieving good business outcomes.

The Code is based on the principles of fairness, honesty, integrity and excellence and applies to all employees, contractors and business partners. It covers four areas:



Safety, health and environment

Sets out Debswana's standards of practice relating to the safety and health of employees as well as our interaction with the environment.



Conducting business with integrity

Corruption in all its manifestations is unacceptable. Debswana aims to promote law, harmony and sustainable development of the nations where it operates and therefore is opposed to bribery, money laundering or financing of terrorism. In order to avoid perceptions of undue influence and impropriety, the Company is not aligned to, nor does it sponsor, any political party or candidate.



Care and respect for people

Deals with the Company's standards when it comes to treatment of people, including employees, contractors, business partners and communities. Debswana regards respect for people as a core value and therefore is committed to fairness and upholding of fundamental human rights. Discrimination based on gender, nationality, race, age, economic status, sexual orientation, disability and so forth are strictly prohibited. Bullying, intimidation and harassment is not condoned.



Protecting our physical assets, information and interests

Employees and all stakeholders are required to comply with diamond security procedures, including reporting any illicit diamond trade to the security department. Employees and stakeholders are also expected to use company assets with care to avoid damages and loss.

The Code is available on the company's website.

Debswana Whistleblower Hotline
Landline: 0800 600 644
Orange: 1144
Mascom: 71119721
Email: debswana@bw.tip-off.com

Employees and other stakeholders can report all non-conformities through various whistleblowing reporting mechanisms, including the anonymous whistleblowing hotline, email and SMS. The Debswana Whistleblowing facility is managed through Deloitte Tip-offs Anonymous and has been operational since 2007. In 2020, 27 whistleblowing reports were investigated and 59% of the reports were found to be valid and 41 % of calls closed due to lack of evidence.

Managing conflict of interest

Conflicts of interest are covered in the Code of Conduct as well as in the policy on managing conflicts of interests,

recognising that potential or perceived conflicts can be as damaging to the Company's reputation as actual conflicts. The policy stipulates when, how and by who a declaration of interest must be submitted by employees, and how situations of potential conflict of interest should be managed.

Legal and regulatory compliance

Debswana is committed to conducting its activities in compliance with the law and ethical standards. This approach is reflected in, among others, the Company's Code of Conduct, the Legal Risk Management Policy and the Debswana Compliance Framework. New legislation and proposed changes to legislation are monitored and analysed to consider the potential adverse effects so that we can respond appropriately. Relevant departments receive training on legislative developments that impact their operations.

Debswana did not incur any significant fines or non-monetary sanctions for non-compliance with sustainability related laws and/or regulations during 2020.

OUR APPROACH TO SUSTAINABILITY





Sustainability Strategy

The sustainability strategy was developed in line with the Debswana One Dream One Team Strategy (see page 13), taking into account shareholder aspirations including the Government of Botswana (GoB) Vision 2036 and UN Sustainable Development Goals (SDG) Roadmap as well as De Beers Building Forever. The GoB SDG Roadmap and the De Beers strategic areas are also linked to the SDGs. The sustainability strategy identifies material issues and actions required in the short-to-medium term to mitigate the associated long-term risks. The sustainability strategy is the foundation of the step change required in the organisation to drive delivery on the focus areas and support Botswana's achievement of the UN SDGs. The long-term focus of this strategy will be crucial to enable us to navigate the global mega forces that contribute to the economic, social and environmental impacts that will be experienced not only globally, but also by Botswana and Debswana. The graphic below shows the alignment of the sustainability strategy with shareholder aspirations.

The new strategy continues to focus on sustainability as a key strategic pillar - people safety, environmental protection and social performance. The strategy also focuses on people transformation given the Fourth Industrial Revolution's exponential rate of growth. This requires an investment in employee development, including skills development to build the skills that will be required in the future as the company embraces new technologies and digitization.

Debswana Sustainability Outcomes

- Sustainability key outcomes for Debswana include:
- attaining financial success;
- strengthening our social license to operate;
- responsible use and security of natural resources; and
- lasting positive reputation and legacy.

Our approach is to develop and maintain harmonious relationships with key stakeholders that are impacted by our operations or that impact on the organisation in order to ensure that we maintain our license to operate. These key stakeholders include employees, communities,



suppliers and legislators. We are also committed to operating responsibly to minimise our impact on the natural environment.

Debswana's Risk Universe integrates sustainability related risks into the Company's risk management process.

Debswana Sustainability Strategy Framework

Strategic sustainability priorities and key topics for the short to medium term include:

- Safety culture and behavioural issues;
- Elimination of fatalities;
- Monitoring and managing occupational illnesses;
- Fatigue management;
- Development of renewable energy capacity;
- Reduce climate change through reduced energy and greenhouse gases emissions;
- Integrated Closure Plan System – concurrent rehabilitation and reduction of closure liability;
- Contractor management; and
- Access to natural resources and conservation.

Towards Sustainable Mining (TSM)

Debswana subscribes to the Towards Sustainability Mining (TSM) Principles under the Mining Association of Canada, hence the Company assesses its performance against the sustainability indicators under the TSM programme, which were adopted by the Botswana Chamber of Mines (BCM) in 2017 to improve environmental and social practices in the mining industry. Our primary focus is on the following six sustainability indicators:

- energy use and GHG emissions;
- tailings management;
- indigenous and community relationships;
- biodiversity management;
- crisis management, and
- safety and health.

Performance against the indicators is rated from a 'C' (indicating that no management system is in place) to 'AAA' (indicating leadership and excellence). Debswana sets annual TSM performance targets that are linked to Level 1 scorecard for business performance indicators.

In 2020, Jwaneng and Orapa Mines achieved 59A ratings against a target of 59 A Ratings across the six protocols and 100% Sustainability target for Energy, Water, Mine Closure and Rehabilitation.

Responsible Jewellery Council (RJC) and Best Practice Principles (BPP)

The Responsible Jewellery Council (RJC) is the leading standards authority in the global watch and jewellery industry and works with members worldwide to create a sustainable supply chain. Debswana, as a mining company that produces raw materials within the watch and jewellery industry supply chain, subscribes to RJC and Best Practice Principles (BPP). The BPP defines requirements for members to demonstrate commitment to safety, human rights, ethical conduct, stakeholders' management, corporate social responsibilities and environmental protection.

As part of the social license to operate, Debswana is audited on RJC requirements on an annual basis alternating between Jwaneng and Orapa, Letlhakane and Damtshaa Mines (OLDM). In 2020, Debswana was audited for RJC certification and successfully achieved Absolute Zero Harm performance with no findings

Nurturing our natural environment

Looking after our natural environment and the natural resources we use in our activities is critical for sustaining our operations. Both Jwaneng and OLDM operations were successful in retaining certification under the new ISO 14001: 2015 standard for environmental management systems and started transitioning to the new Safety and Health ISO 45001.

The initiation of the Jwaneng Wastewater Utilisation project adds a new dimension to water usage by the mine by providing an alternative source of process water and minimising the use of fresh water from existing underground resources.

Efforts are also underway to improve energy efficiency. The installation of appropriate metering at significant energy consuming equipment and the appointment of Energy Champions are already showing results.

TSM Crisis Management and Communication Planning Protocol

The TSM Crisis Management Protocol aims to the tools needed to effectively plan for communications in the event of a crisis. The Protocol requires facilities to develop effective and regularly updated crisis management and communications plans, establish crisis communications teams to support their execution and provide annual crisis management training, including the use of appropriate crisis simulation exercises.

The Mine's crisis management plan includes a range of protocols for a wide range of potential crises that could affect the operations, including health crises, natural disasters, accidents and medical emergencies, environmental crises and community engagement incidents. The impacts and losses in times of crisis can be substantially reduced if authorities, individuals and communities in hazard-prone areas are well prepared and ready to act, and are equipped with the knowledge and capacities for effective disaster management. Consequently, the Mine has outlined mechanisms to engage the active participation and ownership of relevant stakeholders, including communities.

The Mine's implementation of the Towards Sustainable Mining (TSM) protocols, including the Crisis Management and Communications Planning Protocol, were externally

audited in December 2019 in the form of a desktop audit. The assessment indicated that the mine's crisis management plan fulfils TSM requirements and identified two opportunities for improvement – ensuring that there is adequate coverage of non-operational crises and specifying in the crisis management plan or annual planning process that an annual table top crisis simulation exercise must take place.

Assurance of our sustainability performance

Key sustainability risks are assured by internal and external assurance providers in the form of audits, peer reviews, technical reviews and/or self-assessments.

The mining operations maintained their respective ISO14001: 2015 standards and successfully transitioned from the OHSAS 18001 to the new safety and health standard, ISO45001. The Company's Towards Sustainable Mining (TSM) framework compliance was internally assured and a score of 118 'A' ratings was achieved, being on target for the year.

Jwaneng Mine underwent an external audit for its Responsible Jewellery Council and Diamond Best Practice Principles certifications, both of which were successfully retained with no material findings.

Jwaneng Mine's 2019 Crisis Management update key milestones and achievements



Material topics

The contents of this report and our sustainability focus areas are determined by the most material sustainability issues facing the organisation. These are the areas in which the Company has the most significant potential economic, environmental and social impacts, which include their potential impact on our stakeholders.

A formal review of Debswana's material sustainability issues was conducted in January 2019, which included stakeholder perspective inputs from communities. The issues identified were important inputs into the development of the One Dream One Team Strategy 2024 (page 13) as well as Debswana's Sustainability Strategy (page 19). In future reviews of material issues, we plan to also incorporate inputs from other stakeholders.





STAKEHOLDER ENGAGEMENT

Summary of results - 2020



Brand awareness

The public and stakeholders are **80%** aware of the Debswana brand



Public sentiment on stakeholder engagement and social responsibility

The public and stakeholders give Debswana **88%** approval on the way it runs its affairs



Covid-19 responsiveness

Debswana gets **81%** thumbs up on its COVID response



Brand advocacy – net promoter score

84% of the respondents Trust Debswana as a good corporate citizen

Debswana recognises the critical importance of maintaining strong relationships with its stakeholders. Debswana is a major part Botswana's economy and one of the country's largest private sector employers. Debswana values commitment to the company to consider those whose lives it touches, its communities and the environment it shares to ensure that it makes a real and lasting contribution to the world.

The Managing Director sets the tone for stakeholder relations and drives the stakeholder engagement plan, which aims to ensure impact and value for Debswana by improving relations and engaging in thought provoking and business-relevant discussions.

Stakeholder engagement at corporate level is overseen by the Corporate Affairs office and the Head of Corporate Affairs is the official Company spokesperson. Departmental and topic-specific stakeholder engagement is conducted by various functional leads in the relevant areas.

Debswana's performance against Anglo American's Trusted Corporate Leader sustainability pillar includes an assessment of corporate reputation and internal stakeholder communication effectiveness. In 2019, Debswana achieved a 83% score on our Reputation Index (2019: 91%) and the results of the 2020 communications audit indicated that communication effectiveness among internal stakeholders was 86% (2019:86%). Figure 3 shows an insert from

Teemane Newsletter Announcing Debswana as Winners of Two Prestigious Global Communication Awards.

Stakeholder Engagements at Operations

Stakeholder engagement at operations level includes various stakeholder groups such as local media, traditional authorities, businesses, Members of Parliament and contractors. The Company also offers mine tours to interested stakeholders.

Affected communities are among the most important stakeholders and intensive engagement takes place with communities around the operations. Debswana's approach to engaging with communities is guided by Anglo American's Social Way programme and the updated social performance policy. The stakeholder engagement plan and the social management plan inform engagements with each stakeholder group, including frequency, medium and purpose of these engagements. One of the main elements in this process is to give external and internal stakeholders an opportunity to share their perceptions and experiences of the Debswana operation. This enhances the understanding of issues raised by stakeholders and helps the company to find solutions. For practical reasons a sample of each stakeholder group is approached through a variety of methods, including focus groups, workshops, working groups, general meetings or one-to-one interviews.

Debswana stakeholder groups are identified based on a number of factors including:

Proximity to operations

Communities close to the mines. Impacts include dust from operations, water withdrawal and opportunities to work at the mines.

Internal stakeholders

Debswana's employees operate and interface with external stakeholders. Employee engagement is conducted at corporate and mining operation levels.

Reciprocal relationships

Stakeholders currently engaging with the operations in terms of existing mandates, such as those that provide services to the mines and vice versa. These include tribal administrations, contractors and suppliers.

Stakeholder expectations

Communities that have expectations of the mines that need to be addressed.

Institutional stakeholders

- Government at national, regional, district and local levels
- Traditional authorities
- Tribal administration
- Parastatals
- Shareholders

Communities

- Farmers
- Development groups (e.g. VDC, VET, VHC etc.)
- Vulnerable groups, including women and children
- Youth
- Schools
- Political groups
- Land-users

Debswana's Employees

- Suppliers
- Contractors

Business partners

- Non-governmental organisations (NGOs)
- Media

NGOs and related stakeholders



Debswana's contributions

- Increased engagement by the mines with communities, including by mine leadership (Heads of Department).
- Active involvement of chiefs in social development projects.
- A formalised socio-economic development programme that includes a focus on local employment and local procurement.
- Support for learner and teacher development through the Debswana Government School Development Programme, the Diamond Dream Academic Awards and the Adopt-a-School programme.
- Establishment of a number of forums where people can raise concerns and grievances directly with the mines.
- The mines' role in the provision of infrastructure and services in the township and the local communities.
- Capacity building of local people.
- The role of the mine hospital in enabling access to improved health care.
- Poverty-eradication efforts through the provision of funds, help with establishing small-scale projects (e.g. vegetable gardens) and the provision of basic infrastructure (e.g. village generators).
- Assistance with building houses for vulnerable individuals resulting in improved security and wellbeing.
- Employment of some local residents which brings income into local households and helps to contribute to the local economy.
- Opportunities for villagers to rent out their houses to contractor employees, which generates income at the household level.
- The mines' engagement and collaboration at the local level (e.g. with local authorities – councillors and dikgosi).
- Appreciation for emergency response in times of crisis.
- The mines' role in addressing crime at the local level.
- OLDGM's impact on underground water
- Expectations of assistance with COVID-19 readiness and compliance
- An increase in demand for support by communities

Areas for improvement

- Provision of additional social infrastructure and services where possible.
- Time taken to pay salaries to contractor employees, as well as salaries commensurate with local living standards.
- Expectations of employment at the mines in the context of low skill levels.
- Increased participation of the mines in community events.
- The fulfilment of legacy commitments made by the mine.
- The extension of safety practices by mine employees beyond the mine borders.
- Inadequate stakeholder engagement.
- Design, implementation and monitoring of CSI initiatives.
- Social ills in the zone of influence.
- Access to the lease area.
- Resettlement due to mine requirements.
- Squatting.
- The impact on natural resources.
- Ease of access to the lease area

Meeting stakeholder expectations

Debswana is committed to addressing stakeholder needs and expectations to the extent that is possible within operational and financial constraints. Debswana aims to conduct its business activities in a responsible way to minimise its environmental impact and its CSI initiatives are developed in close collaboration with its stakeholders to ensure that, as far as possible, these meet the most pressing needs of communities and affected stakeholders.

Debswana and the Union remain committed to the spirit of consultation and negotiation on matters of common interest, a tradition that has been institutionalised to foster cooperation and mutual understanding. Engagement with employees continued throughout the year to improve and stabilize relations. Issues of concern were discussed comprehensively between management and the Union at the Joint Negotiations and Consultative Committee, culminating

in some of the concerns being addressed. Management and the Union went for a Relationship Building by Objectives (RBO) exercise to address matters that adversely impacted the relationship and subsequently successfully concluded a two-year wage agreement.

The Joint Negotiations and Consultative Committee (JNCC) provides a forum for engagement between the Company and the Union to foster cooperation and mutual understanding between the parties. The labour relations environment remained stable and the major consultative matters that Management engaged the Botswana Mine Workers Union (BMWU) about were the operations shutdown earlier in the year, as well as the Damtshaa Mine and Orapa No.1 Plant 1 asset closures. Despite the employment status restrictions in place due to the National State of Public Emergency Regulations, the parties successfully concluded negotiations to allow for voluntary separations in respect of the latter two matters.

CORPORATE AFFAIRS WINS 2 PRESTIGIOUS GLOBAL COMMUNICATION AWARDS

We are excited to inform you that Debswana, through the Corporate Affairs department has won two prestigious awards in the 2020 International Association of Business Communicators (IABC) Gold quill awards following their successful submission of two entries on the 50th anniversary campaign, which won an 'Excellence Award', and the OLDLM 'Know your status' campaign, which won a 'Merit Award'.

The Debswana 50th anniversary celebrations was a highly successful campaign rolled out in 2019 to celebrate Debswana's 50th anniversary. As the judges stated, through messages that were succinct, celebratory and highly impactful, the campaign chronicled Debswana's historical achievements as a key economic role player in Botswana and its vision for the future.

The Know your Status campaign was a popular HIV testing campaign, promoted through a robust communication drive, which encouraged a significant good number of employees at Orapa Letlhakane and Damtshaa Mines to test for their HIV status in 2019. The campaign was aligned to the United Nation's 90:90:90 strategy, which states that by 2020, 90% of people living with HIV will know their HIV status, 90% of all diagnosed with HIV infection will receive antiretroviral therapy, and 90% of all people receiving antiretroviral

therapy will have a viral suppression.

According to Head of Corporate Affairs, Rachel Mothibatsela, "being awarded a prestigious industry award that is highly competitive and judged at the highest standards against the industry's best is not only a humbling achievement, but it is also a peer endorsement that the company is doing its best to communicate effectively and in the right way." She thanked the entire Corporate Affairs team for their continued hard work, creativity, boldness, effectiveness, and dedication to the communication profession.

The Gold Quill Awards has been IABC's premier programme recognising and fostering excellence in the field of business communication for more than 40 years. Gold Quill is the only awards program that honours the dedication, innovation and passion of communicators on a global scale. The Gold Quill winners are celebrated each year at the sparkling Excellence Gala at the IABC World Conference which was scheduled to take place in Chicago this year but due to COVID-19 outbreak, will be held virtually in June 2020.

Congratulations Debswana on this wonderful achievement and recognition.

Figure 2: Insert from Teemane Newsletter Announcing Debswana as Winners of Two Prestigious Global Communication Awards



OLDM SUPPLY CHAIN MANAGEMENT SUPPORTS BANA BA LETSATSI

Bringing the Value “Show We Care” to life, OLDM’s Supply Chain Management held a fun day for Bana Ba Letsatsi Rehabilitation Centre in Maun.

Bana Ba Letsatsi, is a non-profit organisation that offers a place of safety to vulnerable children in Maun and surrounding areas. The OLDM SCM team donated toiletry hampers, cleaning detergents and second-hand clothing to the facility. The SCM team also engaged with the kids on the day, encouraging them not to limit their dreams, as all dreams are achievable.

Speaking at the handover, OLDM Materials Manager, Ponatshego Bobeng, emphasised that basic human needs, when met, give dignity to an individual. Sharing the little that you have can go a long way towards achieving dignified living conditions for all.

Bana Ba Letsatsi’s Head of Programmes received the donation and applauded SCM employees for their kind gesture.

Well done, team, and let us keep up this spirit of care and giving!

"Basic human needs, when met, gives dignity to an individual."



ORAPA MINE HOSPITAL INTENSIFIES COMMUNITY OUTREACH

In its efforts to promote health and wellbeing of communities within the OOLDM Zone of Influence, Orapa Mine Hospital continues to conduct outreach activities.

According to Assistant Nursing Manager, Molalagare Odisitse, the Hospital recently conducted an outreach engagement at Bokgobokanelo settlement to screen for communicable and non-communicable diseases like Diabetes, TB, HIV, and HPT, as well as to promote awareness and prevention of COVID-19 in the community. She also said that the interventions are geared towards strengthening collaboration between the mines and the communities.

The interventions are aligned to Debswana's and De Beers' goals of improving the health and wellbeing of host communities to enable them to be healthier, resilient and productive. They are also in line with United Nations (UN) Sustainable Development Goal number three, of ensuring healthy lives and promoting wellbeing for all at all ages.

Odisitse mentioned that their engagement also touched on the importance of health at the local clinic and the importance of the roles of

community authorities and parents to ensure healthy lives and promote wellbeing. Community members appreciated their access to health services at Orapa Mine Hospital including transport assistance given to them by the Hospital during medical emergencies.

After screening for communicable diseases, Orapa Hospital donated face masks to residents of this settlement in an effort to curtail the spread of COVID-19.



MINING SUPPLIERS DEVELOPMENT PROGRAMME LAUNCHED

The first Mining Suppliers Development Programme, the objective of which is to develop the capacity and competitiveness of citizen companies, was launched recently. The programme is run through Tokafala, a partnership between the Government of the Republic of Botswana, Debswana, De Beers Group and Anglo American.



Officially launching the programme, OLDM General Manager, Bakani Motlhabani, who is also member of the Board of Directors of Tokafala, mentioned that the programme would improve citizen companies' access to markets and ensure sustainable enterprises. "The programme will focus on improving skills in the areas of sales, operations, financial, strategic business management and further include a six months aftercare support," Motlhabani said.

Motlhabani further said that a total of 100 participants have been enrolled in the Mining Supplier Development Programme, of which 47 are from Boteti and 53 from the Jwaneng/Mabutsane area. He expressed his happiness that the programme has particularly made efforts to enroll as many female-owned businesses as

possible, with 31% of the participants being women.

He reaffirmed Debswana's commitment to continue to make a meaningful and lasting contribution to Botswana and communities around the Mines, noting that the company has a Citizen Economic Empowerment Policy (CEEP), which aims to capacitate citizen companies to participate in the Debswana Supply Chain. "We are currently developing a new CEEP framework, which will focus on Impact Analysis as well as ringfencing certain goods and services for citizens," Motlhabani said.

In her welcome remarks, OLDM Senior Finance Manager, Kgomotso Kereng, said, "Debswana remains committed to matters of socio-economic development and we are pleased to

have signed-off the business continuity plan for the Suppliers Development Programme. It is a commendable effort, given that the COVID-19 pandemic has changed the operating environment of many institutions and businesses across the globe."

In closing, Tokafala Programme Director, Montle Phutego, explained to the participants that her organisation would work with them to develop strong businesses with diversity of product and market, further noting that they would conduct a diagnostic assessment of their businesses in order to set new goals and direct their energies and resources to areas of high impact. She thanked the Debswana team for their support towards getting the programme to fruition.



OLDM General Manager, Bakani Motlhabani



Tokafala Programme Director, Montle Phutego,



| *A local entrepreneur making masks*

MASKS TO PROTECT WORKERS, SPUR THE ECONOMY

Jwaneng Mine continues to empower local entrepreneurs despite economic contraction due to the outbreak of coronavirus.

Jwaneng Mine is arguably the leading employer within the Southern District region, which has over the years, contribute significantly to socio-economic transformation of various communities within Jwaneng Mine Zone of Influence.

Against this background, the Mine recently started a programme to produce reusable cloth masks for its 6,000 employees (Debswana and Business Partners) to protect them against the spread of COVID-19. Ten local tailors have been engaged from Jwaneng and surrounding villages to

produce the required 12,000 masks that will be distributed to Jwaneng Mine workers upon resumption of duty. The masks will also be distributed to critical external stakeholders and all frontline workers.

Through the exercise, the Mine is also stimulating the local economy by spending over P150,000 on procuring from local tailors who are all full-time self-employed, while others also have employees who depend on them.

The exercise automatically lessens the burden of Government having to

provide food hampers to the tailors' households as their services have been put to use and paid for. Six of the ten tailors are beneficiaries of the poverty eradication scheme, while four are medium enterprises under the care of Local Enterprise Authority (LEA).

The masks production exercise is part of a broad series of activities aimed at enabling the Zone of Influence to prevent, contain and respond to the advent of COVID-19 and the regulations that have been implemented to nip it in the bud.

OPERATIONAL PERFORMANCE

Diamond production for the year decreased by 29% from 23.3 million carats in 2019 to 16.6 million carats in 2020

Total tonnes moved increased by 28% from 130.6 million tonnes in 2019 to 180.9 million tonnes in 2020.





The COVID-19 pandemic negatively affected almost all the production performance indices.

- Diamond production for the year decreased by 29% from 23.3 million carats in 2019 to 16.6 million carats in 2020
- Total tonnes moved increased by 28% from 130.6 million tonnes in 2019 to 180.9 million tonnes in 2020.

- Total volumes moved decreased by 28%;
- Diamond production for the year decreased by 29%;
- Revenue reduced by 27%;
- Operating expenses reduced by 17%;
- Distributions paid to shareholders decreased by 45%; and,
- Earnings before Interest, Tax, Depreciation and Amortisation reduced by 45%.



LIFE OF MINE (LOM)

The productivity of Debswana's mines is significantly impacted by the life of each mine. The LoM of each mine is continuously reviewed by the Business Planning Committee over two time horizons:

- **Horizon 1 (short to medium term – Business Today)**
improving efficiencies. The rolling five-year LoM plan is updated quarterly and reviewed annually.
- **Horizon 2 (long term – beyond business today)**
This looks at potential fundamental ways of changing Debswana's way of doing business to expand the LoM, including through technology solutions

We are focused on transitioning to the future Debswana through our Horizon 2 Projects and achieved notable progress in major projects during 2020. The Resource Development Plan Refresh (RDP-R) for the Debswana surface and underground assets was updated in 2019 to provide a modelling tool that Debswana can use to assess the strategic direction of the overall portfolio of asset investments.

Jwaneng Post Cut 9 Pre-feasibility A studies and Orapa Cut 3 Prefeasibility Studies B have made good progress during this reporting period.

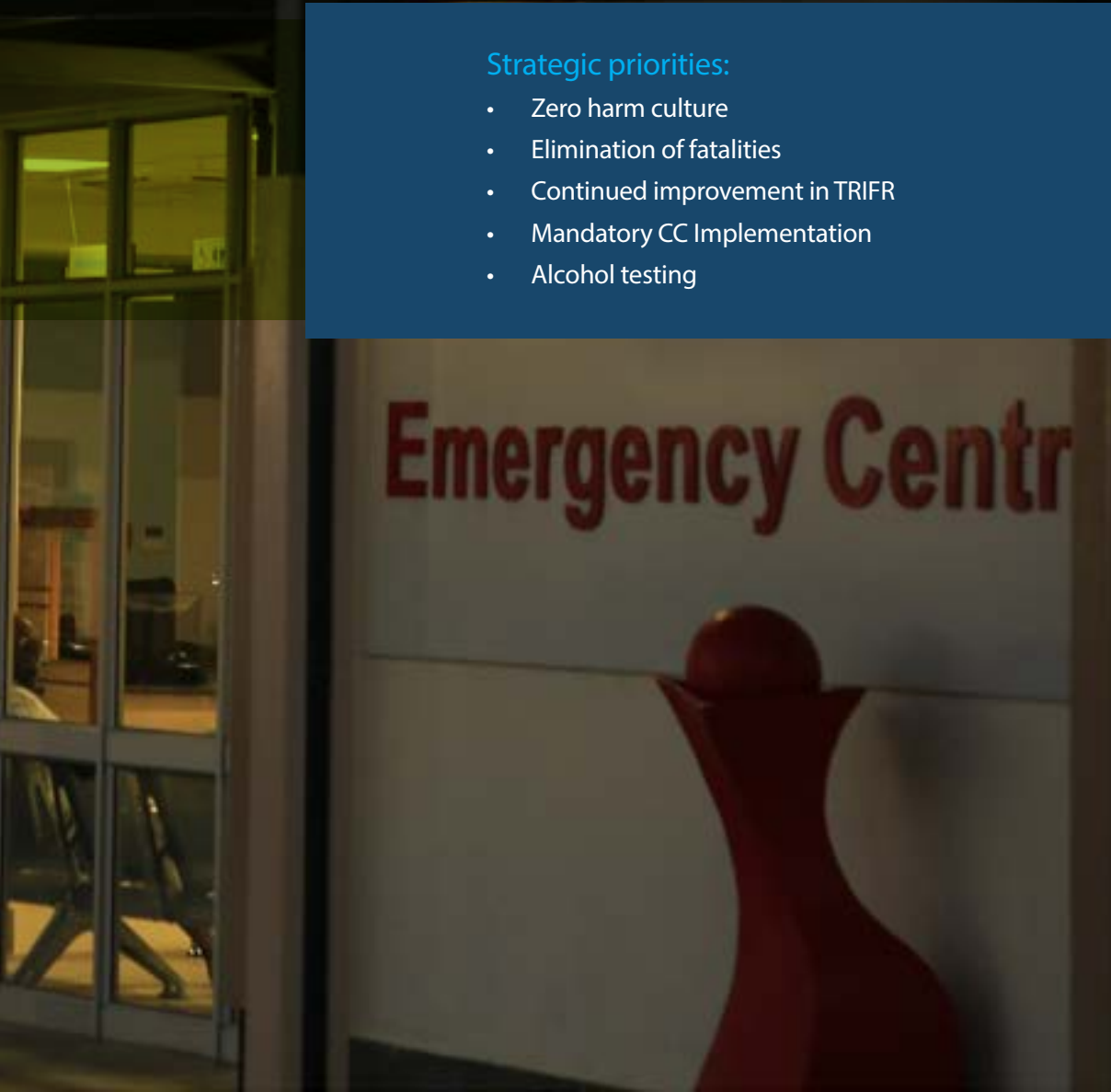


FOCUS AREA: HEALTH AND SAFETY



Strategic priorities:

- Zero harm culture
- Elimination of fatalities
- Continued improvement in TRIFR
- Mandatory CC Implementation
- Alcohol testing



SAFETY MANAGEMENT

Debswana's approach to health and safety acknowledges that the responsibility for safety, both our own safety and the safety of others, rests with each of us. Our safety systems align with the requirements of the OHSAS 18001, the international standard for health and safety management systems, and our operations are certificated under the standard. Safety training is delivered to employees and business partners during induction and on an ongoing basis. Our safety standards apply equally to business partner employees working at our operations, and these workers are included in the safety statistics we track and monitor.

Our occupational health and safety initiatives derive from the Debswana Safety and Sustainable Development Policy that was adopted in May 2020. Safety standards and guidelines are in place to guide our approach and the safety function meets regularly with other companies in the De Beers group to share best practice and safety learnings. Occupational health and safety risks are reviewed annually as part of the risk management process. The primary safety risks at our operations are transport and fatigue-related incidents, falling objects and working at height, and fall of ground.

The Safety Strategy aims to deliver zero injuries through elimination of fatalities, critical control management, human factors in safety, safety culture at home and safety culture at work initiatives. The importance of safety is continually emphasised through various competitions and awareness campaigns, as well as at annual Global Safety Day events.

Debswana's approach to safety management focuses on the identification and implementation of critical controls for Priority Unwanted Events (PUEs) and monitoring of their effectiveness. This assists the business to focus on key risks and their proactive management.

Safety performance is measured on an ongoing basis and reported to the Board as a priority performance measure. Our primary lagging safety indicator is the Total Recordable Injury Frequency Rate (TRIFR), which includes fatalities, lost-time injuries, restricted work injuries and medical treatment cases, and is measured per 200 000 man-hours.

We track near hits and high potential incidents, and conduct thorough incident investigations to ensure that learnings are included in safety systems to facilitate continuous improvement.

Safety performance

Debswana achieved a TRIFR of 0.10 against a target of 0.16 and a stretch target of 0.14 for the year. This represents a significant improvement compared to 0.11 reported in 2019. There were no significant environmental incidents (level 3-5), no fatalities nor occupational health cases (level 3-5) reported in 2020.

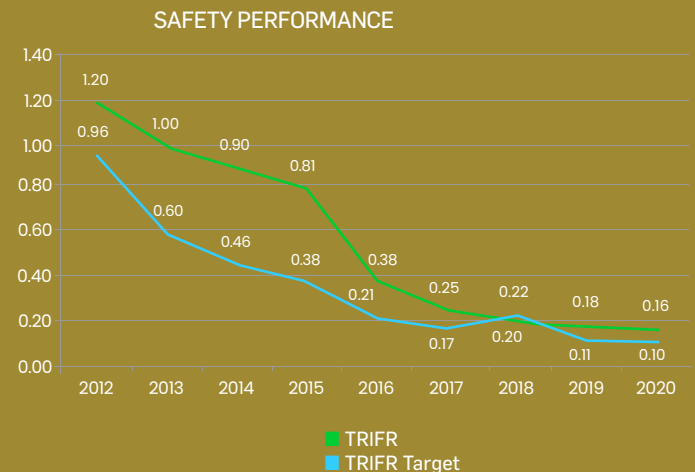


Figure 3: Debswana 2020 Safety Performance (TRIFR)

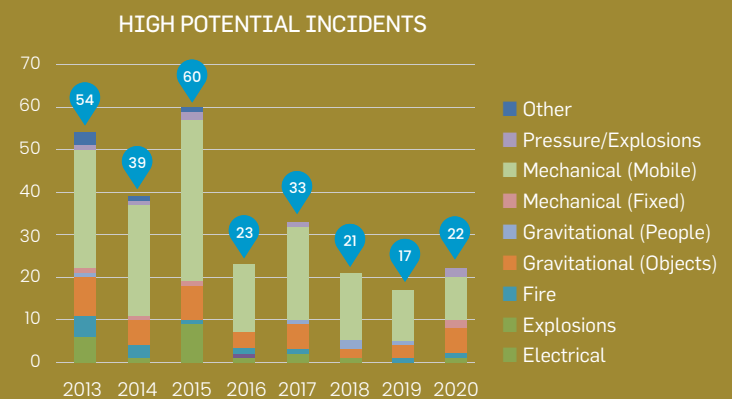


Figure 4: Debswana 2020 Safety Performance (HPIs)

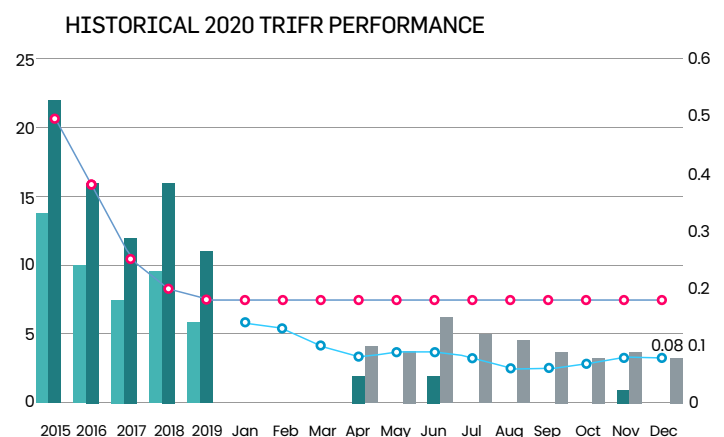


Figure 5: Orapa Mine 2020 TRIFR performance trends

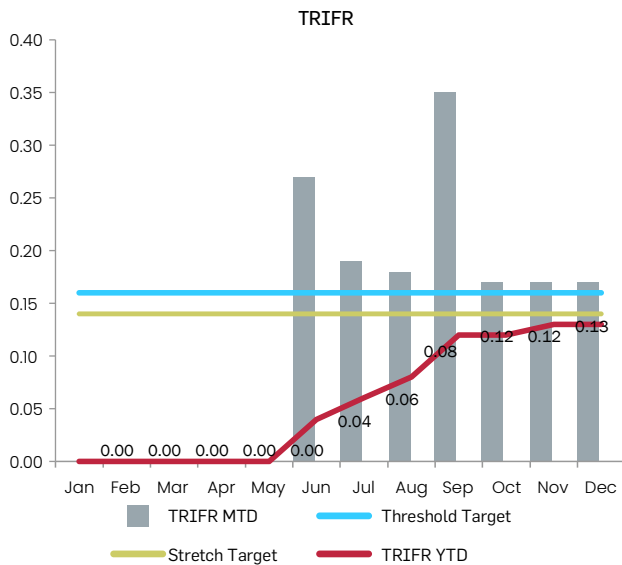


Figure 6: Jwaneng Mine 2020 TRIFR performance trends

Debswana's focus on safety has resulted in a significantly improved TRIFR since 2012. Jwaneng Mine and OLDLM both achieved good improvements in TRIFR with Jwaneng improving to 0.13 and OLDLM to 0.08 (2019: 0.09 for Jwaneng and 0.14 for OLDLM). The number of High Potential Incidents (HPIs) reported during the year increased to 22 (2019: 17 HPIs).

	2015	2016	2017	2018	2019	2020
Fatalities	-	1	-	2	-	-
Lost - time injuries	10	2	4	6	5	2
Restrictions work injuries	7	6	4	4	2	2
Medical treatment injuries	39	24	17	22	11	9
High potential incidents		23	33	21	17	22

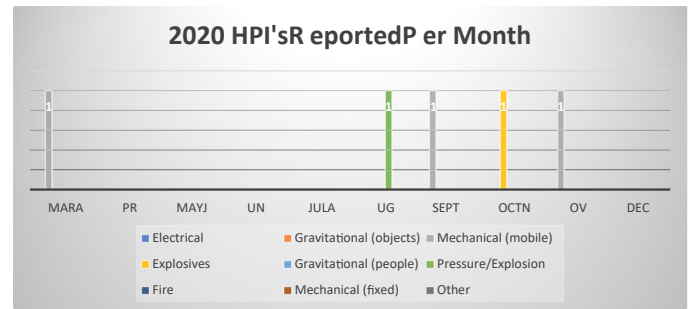
Table 1: Summary of Debswana's 2020 Safety Performance Indices

High Potential Hazards Management

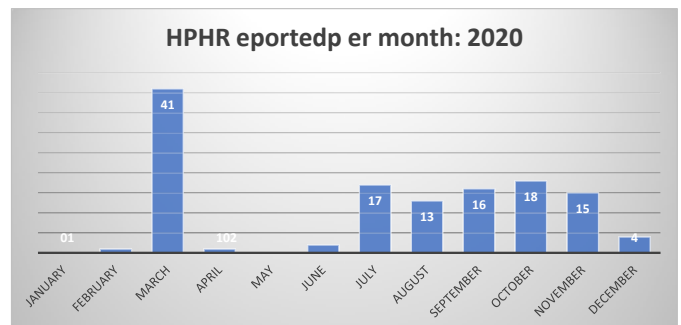
High Potential Hazard as a Leading Indicator is a condition or situation which could materialize into an unwanted event with a consequence rating of 4 (High) or higher as referenced on the Group Risk Rating Matrix. No energy has been released in the build up to the condition or situation. An investigation may be initiated if the site decides to do so in order to fully understand the event. High Potential Hazards provide advanced warning of potential problems so that preventive actions can be taken.

- Pro-active identification and reporting of risks before they manifest is critical to eliminating fatalities and moving beyond zero harm.
- Encourage and promote the reporting of High Potential Hazards (HPH).

During the reporting period, a total of 188 High Potential Hazards were reported by the operations (Sixty (60) and one hundred and twenty eight (128) by Jwaneng and Orapa respectively.



Jwaneng Mine HPI trends reported monthly



Orapa Mine HPI trends

Safety initiatives

Debswana continues to develop and implement various safety initiatives to drive step change in safety performance and accelerate our journey towards Zero Harm. During 2020, these initiatives included those discussed below.

OLDLM 2020 Flagship initiative

OLDLM continued with the rollout of Quantum Series as the behavior and Culture enhancement strategy. The 2020 theme Quantum DRIVE built on previous year's themes, with Community and Social Focus, Pride at Work and Positive Culture and Enhancement as the initiative pillars.



OLDM 2020 Flagship initiative

Triple Zero & Remmogo Programme

Jwaneng Mine's Triple Zero behavioral safety campaign endeavors to foster, through rewards, exemplary safety behaviors, contributing to our All Injuries Frequency Rate (AIFR). Each quarter, Golden Hat Award recipients are nominated by winning teams as displaying the best in worker safety leadership.

In November 2020, the Golden Hat Awardees from the inception of the Triple Zero Campaign in 2018, were called for a coaching and mentoring engagement. The session comprised an appreciation of Jwaneng Mine's safety strategy as well as being a plenary on the way in which these workers could advance resilience into the site's workplace safety culture. Each worker left with a developed personal safety stand, stemming from their personal values which will be a platform from which all their interactions with their peers will emanate.

Also as part of our recommitment to our Triple Zero and arresting incidents in order to end the year safely, a 90-day Safety Plan was developed and tracked at departmental level to arrest injury incidents in the mine. This plan was cascaded to each department where actions have been developed on the following key pillars;

- Employee engagements
- Management routines
- Risk management
- Awareness &
- Human Behaviour

Through the Remmogo Dashboards reporting, there has been elevated focus on closure of actions and incidents

investigations by departments, quality of JSAs and risks posed by COVID-19 in the work place. The weekly departmental dashboards allow for tracking and timely follow up on the gaps. There is an improved performance in the closure of actions in isometric, with a reduction rate of 100% overdue actions.

Use of technology to improve safety

Various interventions are being implemented at our operations to reduce reliance on human interventions to eliminate employees' exposure to risk in these situations, including remote drilling in certain areas. We are also testing the use of technology and artificial intelligence to monitor and ensure the continuous application of critical controls in areas of risk. These include metal guards on conveyor belts and pulleys, and ensuring that safety berm height and width are maintained.

Technology is being trialled that provides three dimensional graphic representations of important safety controls to support verbal communications in safety training sessions.

Fatigue Monitoring System

The Fatigue Monitoring System Project is part of the Accident Prevention Programme, which seeks to put in place critical controls to prevent high potential accidents and fatalities in the workplace. The system uses cameras that assess driver behaviour and provide early warnings about fatigue. It was installed in all earth moving vehicles and successfully commissioned in Jwaneng Mine during the last quarter of 2019. The system was extended to Orapa in 2020, the project was commissioned in the last quarter of 2020.

COVID-19 Management

In response to the new risk of Covid 19 Debswana Corporate Center in collaboration with the Operations conducted a Bow-tie analysis which identified ten Critical Controls to mitigate the threat of COVID-19 in the workplace.

The Elimination of Fatalities Programme (EoF)

The management of High Potential Incidents (HPIs) and High Potential Hazards (HPHs) remains the cornerstone to addressing potential incidents. In 2019, an elimination of fatalities review was conducted where HPHs were identified. Management plans were put in place to address the findings raised. The closure rate for the actions by end of 2020 was at 100% sustainably closed for both Orapa and Jwaneng Mines.

Critical Controls

Identification and monitoring of PUEs were a priority in the year 2020, the focus has been on PUE embedment by integrating the critical controls through the monitoring, training, inspection and signage across the operations. The PUEs embedded are;

- COVID 19,
- Coming in contact with live electrical conductors
- Exposure to uncontrolled release of electrical energy (Arc Flash)
- Loss of Control of Suspended Load
- Accidental Detonation of Explosives
- Surface Mobile Accident
- Slimes Dam Failure
- Slope Failure

Anglo Operating Model (AOM) Work Management Process

Orapa, Letlhakane & Damtshaa Mines (OLDM) announced the successful Go-live of the Work Management Anglo Operating Model (AOM) leg in July 2020 and Feedback AOM leg in November 2021. The principles of the Anglo Operating Model are to provide clarity, produce stability and reduce variation such that performance is more predictable. The benefits of AOM are improved safety performance, improved production performance, reduced costs and increased employee morale. The Operating Model underpins the current OLDLM strategy which is to “Accelerate the achievement of the Debswana 2024 One Dream, One Team Strategy to Make Life Brilliant.” It features prominently under the “Towards True Zero Harm” and “Breakthrough Performance” pillars of the strategy.

Alcohol Testing

Self-testing automated alcohol detection systems have been installed in all high-risk operational areas to ensure that our operations are alcohol free. The system interfaces with the access management system to ensure 100% compliance. The system is working well and incidents where employees arrive for work under the influence of alcohol are dealt with in terms of the Company policy. Phase two of the project will extend the detection system

to administration blocks and white area vehicles (buses, trucks and LDVs). It was temporarily halted, however, at the onset of COVID-19 due to hygiene risks. Following assessments and subsequent risk mitigation measures, such as the use of disposable breathalyser straws, the system was resuscitated to 100% deployment in high risk areas.



OCCUPATIONAL HEALTH

Occupational illnesses

Debswana's occupational hygiene section forms part of the Safety and Sustainable Development Department. An effective occupational hygiene programme delivers many benefits, including prevention of occupational ill health, improved safety and productivity performance, reduced absenteeism and improved employee morale.

The key occupational health risks at our operations are noise induced hearing loss and musculoskeletal disorders due to noise, ergonomic and whole body vibration hazards. Programmes are in place to manage exposure and include training and awareness, risk-based medical surveillance, personal protective equipment (PPE), critical control implementation and exposure management.

Annual peer assessments are conducted across the Jwaneng, Orapa, Letlhakane and Damtshaa Mines to review the Debswana Occupational Hygiene programme and assess whether it meets good practice requirements (including the requirements outlined in the Debswana Occupational Hygiene standard). These assessments also identify opportunities for improvement and sharing of information on occupational hygiene developments.

Occupational Hygiene Monitoring Program

To continually improve management of Occupational Hygiene stressors in the mine, monitoring was undertaken in 2020 by in-house resources focusing on ventilation, food handling, vibration, noise, indoor air quality and illumination. Jwaneng Mine was compliant with opportunities for improvement identified and action management plans put in place for achieving Jwaneng Mine Zero Harm aspiration

AA Self-assessments

As part of the Management Programmes Occupational Hygiene is actively implementing the Fatigue, Hearing

Conservation and Respiratory Protective equipment Anglo American Standards requirement. An assessment was conducted and an overall score of 97.1% was achieved. The following Gaps were identified;

- Roll- out Fatigue Technology phase 2 to cover at risk operation in machineries other than in Mining.
- Developing a process to screen incidents for fatigue i.e. to have a clear identification of Fatigue related incidents
- Developing criterion to monitor adherence to administrative control for noise

•Identification for Opportunities for Controls at source

•Outstanding Buy Quite or buy clean policy

•Engineering control to be incorporated in the Maintenance program

Occupational Hygiene Contractor Index

As a way on enhancing Occupational hygiene Performance by Business partners, Assurance inspection are conducted on sampling bases to determine the hot spots and come up with management programs .

Covid-19 Management Plans

In keeping with its Zero Harm principle, Debswana developed a high-level plan with associated deliverables to manage COVID-19 in the workplace. The plan has key focus areas include; planning and design, implementation and management as well as monitoring and performance evaluation.

Some of the notable OH achievements in 2020 include, a Trigger Action Response Plan, a strategic register, review of the S&H Policy and Mine objectives to include COVID-19, the Start-up of Operations Post COVID-19 Lock Down procedures developed and guidelines developed to guide the business on new ways of work.

Medical services are provided to employees and local communities through the Jwaneng and Orapa Mine Hospitals. The information management system used at both of these facilities has been upgraded to improve delivery and streamline processes between the hospitals. Patients will benefit from reduced waiting times, more effective management of patient records, and better data compilation.

No occupational illnesses were recorded in 2019 (2018: none).

Debswana's medical facilities include an 87-bed hospital at Jwaneng, a 65-bed hospital at Orapa, two mine clinics at Jwaneng and mine clinics at Letlhakane and Damtshaa mines. The two hospitals provide mine employees and their dependents with timely, quality and affordable healthcare. Patients who need specialist services are referred to private hospitals that offer these services. See Figure 8 for the news coverage of the Jwaneng Mine Health Services Team winning the Albert Milton Safety Leadership Award that was competed for by all De Beers Group in Canada, South Africa, Namibia and Botswana.

Orapa also has an occupational health clinic as well as a community health clinic that provides health care to the general community of Orapa while also serving as a referral center for Botswana government primary hospitals in Boteti sub district.

Jwaneng Hospital is fully funded by Debswana and provides services to mine employees, their dependants and members of the public within Jwaneng and surrounding areas. The hospital provides district-level care and functions as a referral hospital to clinics within Jwaneng and surrounding areas. The hospital also operates an infectious diseases care centre (IDCC) in collaboration with the Ministry of Health and Wellness to offer anti-retroviral therapy and associated HIV and Aids treatment and care services to all qualifying citizens at no cost.

Real time monitoring programme

Debswana is piloting a system for real-time monitoring of occupational health and environmental factors through the use of online sensors at various points around the plant and mining areas to measure stressors such as dust, blasting fumes and weather conditions. The system aims to eliminate the delay between measuring of occupational hygiene hazards (which historically includes sampling and lab analysis before results are available) and the actions that can be taken to address factors outside benchmark levels.

Noise Induced Hearing Loss

Noise Induced Hearing Loss is the main occupational risks in Debswana's operations. Primary risk groups are artisans, drivers and plant operators working in engineering workshops, plants and mining areas. Debswana's hearing conservation programme aims to prevent work-related loss of hearing and includes training and awareness, medical surveillance, PPE and exposure management. There were no hearing loss-related incidents in 2020 (2019: none).



JWANENG MINE

HEALTH SERVICES TEAM SCOOPS THE ALBERT MILTON SAFETY LEADERSHIP AWARD

The Albert Milton Safety Leadership Award was conceived by De Beers Group in 2019 in loving memory of the late Debswana Managing Director, Albert Milton's commitment to safety. The award recognises an employee, team or a contractor that has made a significant impact on safety and/or advancing the elimination of fatalities across the entire De Beers Group in Canada, South Africa, Namibia and Botswana.

Debswana would like to extend its heartfelt congratulations to Dr. Kegomoditswe Biki Maphane and his team for being the runner's up of the highly competitive Albert Milton Safety Leadership Award. The award was bestowed upon Dr. Maphane and his team by the De Beers CEO, Bruce Cleaver at a virtual event to commemorate Global Safety Day on 14th October 2020 for their successful "Operations Save Botswana" campaign.

Dr. Maphane took full ownership of the crises by implementing and improving the Covid-19 critical controls. Through their engagement with internal stakeholders, external stakeholders and the Jwaneng community, they demonstrated true safety leadership by driving a culture shift that has impacted many lives on the mine and in the community.

In receiving the award Dr. Maphane said, "We are deeply honoured as Jwaneng Health Services and the Jwaneng Team to receive this award. Our efforts have had a massive impact on the Safety, Health and Wellness of the Jwaneng Mine Work force and the Jwaneng Community. This award goes to an amazing team of passionate, dedicated and incredible Front Line individuals who continue to relentlessly safe guard our Safety, Health and Wellness. A few weeks ago, Jwaneng was considered the second epicentre of the Covid-19 pandemic nationally. As we speak, the situation has stabilised. This is a testimony to the effectiveness of our Test, Trace, Track and Contain Covid-19 strategy in collaboration with all relevant stakeholders including Community Leaders. I would like to acknowledge the Jwaneng Mine leadership led by Mr. Koolatotse Koolatotse for their extraordinary support to the 'Operation Save Botswana' initiative".



Dr. Kegomoditswe Biki Maphane

A 2005 medical graduate from the University of Melbourne, Australia, Dr. Maphane started his career at Nyangabgwe Referral Hospital in January 2006 as a medical intern and progressed through the ranks to a position of medical officer before joining Debswana in July 2009 as a medical officer at Orapa Mine Hospital and subsequently as a Senior Medical Officer – Occupational Health. He was recently promoted to the Position of Hospital Superintendent Jwaneng Mine Hospital. Key highlights in his career include being the principal author of the Botswana Chamber of Mines Fatigue Management Guidelines that have been benchmarked by the mining industry in their fatigue management programs. We are truly privileged to have Dr Maphane and his team, we celebrate you!



Jwaneng Mine Health Services extending skills and knowledge to schools and community at large on COVID-19 safety precautions

Temperature checks of all employees before entering the mine

Basins for washing hands with soap and water at schools

DEBSWANA 2024
ONE DREAM
ONE TEAM

DEBSWANA
Mining diamonds, enriching the nation

Figure 7: News Article on the Jwaneng Mine Health Services Team Winning the International Albert Milton Safety Leadership Award

FOCUS AREA: OUR EMPLOYEES





Our employees implement Debswana's strategy and are critical for the Company to achieve its aims and objectives. We are a people-based organisation and place great value in the development, wellness, and safety of employees. Our goal is to develop a capable, skilled, engaged, purpose-driven and empowered workforce to meet organizational requirements now and tomorrow

If we are to achieve our demanding targets and shape the future, we require a workforce that is motivated, resourceful and passionate about what we do, and pulls together to use all of the strength of its diversity, skills and experience

Human resources management

Human resources are managed through the support of the HR function across the Company. Each of the operations has an HR department that reports to the site General Managers with specialist HR areas reporting to the Group HR function at Debswana Corporate Centre (DCC). Key HR focus areas are reported to the Board, which reviews and monitors progress against the Group Human Capital priorities. The Human Resources Strategy includes initiatives to ensure delivery on key components that support Debswana's strategy, including union relations, performance management, skills development, succession planning and diversity and inclusion.

At 31 December 2020, Debswana's workforce comprised 5,494 employees and 7,329 contractors (2019: 5,622 employees and 6,882 contractors) (see Figure 1). The proportion of female employees was 30% in 2020 which shows an increase of

Strategic priorities:

- Employee relations
- Localisation of expertise
- Skills development
- Local employment
- Diversity and inclusion
- Employee wellness

1% as compared to 2019.. 48% of the workforce (employees and contractors) work at OLDM operations, 49% at Jwaneng and 3% at DCC. Total number of Debswana employees has reduced from 5622 in 2019 to 5495 in 2020, approximately 2%, due to weak economic activity and the onset of COVID leading to recruitment freezes and COVID related deaths respectively.

As at 31 Dec 2020

Operation	Males	Females	Total
Jwaneng	1693	438	2131
OLDM	2261	630	2891
DCC	115	132	247
Projects	169	56	225



Employee Relations

Debswana recognises the rights of employees to freedom of association, to organise and collectively bargain. The Botswana Mine Workers Union (BMWU) is recognised as a collective bargaining agent for Debswana employees in job grades A to C in accordance with the relevant statutory instruments.

Debswana and the Union remain committed to the spirit of consultation and negotiation on matters of common interest, a tradition that has been institutionalised to foster cooperation and mutual understanding.

The Joint Negotiations and Consultative Committee (JNCC) provides a forum for engagement between the Company and the Union to foster cooperation and mutual understanding between the parties. The labour relations environment remained stable and the major consultative matters that Management engaged the Botswana Mine Workers Union (BMWU) about were the operations shutdown earlier in the year, as well as the Damtshaa Mine and Orapa No.1 Plant 1 asset closures. Despite the employment status restrictions in place due to the National State of Public Emergency Regulations, the parties successfully concluded negotiations to allow for voluntary separations in respect of the latter two matters.

A key matter that was not resolved consensually was Management's request for a variation of the existing (2020/21) Wage Agreement to either defer or forego salary increases for the year 2021, given the Company's COVID-19 related cashflow constraints. Consequently, a 6% salary increase was awarded to employees in the bargaining unit as per the 2020/21 Wage Agreement, while the rest of the employees received no increase.

Continuous engagements with the Union through the JNCC resulted in some of the concerns being addressed, the relationship improved during the year and remains stable. Management and the Union participate in an annual Relationship Building by Objectives (RBO) exercise to address matters that adversely impact the relationship and ways in which the relationship can further be strengthened.

Management and the Union successfully concluded a two-year wage agreement leading into 2021. In addition to the wage agreement, collective agreements successfully concluded include a memorandum of agreement, agreements regarding full-time shop stewards, occupational health, safety and retrenchment.

Localisation of expertise and local employment

Debswana prioritises the employment of Botswana citizens and its focus remains, where necessary, on the gradual replacement of international expertise with national expertise through the empowerment of citizens, including transfer of skills. Localisation of expertise is integrated in the overall succession planning for the company. At the end of 2020, the percentage of citizen employees in the workforce remains at 99% from 2019. Damtshaa and Letlhakane Mines achieved 100% localisation followed by Jwaneng and Orapa with GRP Projects trailing at 94% (See Table 3).

Table 2: Location Rate for Debswana Sites

Site	Localisation Rate
Damtshaa	100%
Letlhakane	100%
DCC	98%
Jwaneng	99%
Orapa	99%
Projects	94%

Skills development

Skills development is a strategic focus across the Group, to ensure that every employee has the skills they need to perform their job effectively and safely, to improve productivity and increase motivation and engagement. Skills development initiatives are informed by needs analyses and gap assessments, and identified programmes apply to individuals and to particular groups, as required. Skills development at an individual level is guided by individual development plans that are periodically reviewed following feedback from the annual performance assessments. Training is delivered at the mines through accredited training centres and includes on-the-job training, refresher training, site simulation and multi-skill training.

Debswana continues to develop and drive the implementation of a robust skills plan to prepare the workforce for future expansions and the implementation of complex projects. The Company is implementing various methods of retooling the workforce and training and development plans that focus on closing identified skills gaps are actively running across all levels. These initiatives include a focus on enabling the transition to underground mining and assessing how technology/automation, data and digitalization can best be deployed as key drivers towards achieving organizational effectiveness and efficiency.

During the year, a dedicated team was established to look at various technology choices and deliver a clear technology road map to assist in sharpening the focus of the current skills development plan. It is critical that the influence of Industry 4.0 is taken on board to direct skills development as a way of achieving smart mining, cost-containment and operational targets.

Training and development is also being transformed to accommodate digital learning platforms and promotion of self-study in line with new ways of learning.

Debswana's skills development resources include:

An integrated Sustainability Resource Centre (SRC)

that provides a combination of learning modes to enhance competence and skills development in safety, health and environmental (SHE) issues. Training through the SRC includes a combination of seeing, doing and discussing of SHE concepts, and creates a venue for 'live' demonstrations that enable insight into the practical application of key Fatal Risks Control Standard (FRCS) and critical controls requirements. Induction training at the SRC includes a combination of theory and a competence test that provides the practical experience necessary to elicit desired positive behaviour and culture among employees

The Orapa Technical College, which provides training programmes for apprentices and operates under the auspices of the Botswana Training Authority (BQA) and the Vocational Training Act of 1998. The College trains apprentices not only for Debswana mines but also for other organizations across the country, and is a registered examination centre for a range of international education providers.

The Jwaneng Mine Training Centre is an accredited training provider with the Botswana Qualification Authority (BQA) and a Debswana centre of excellence for Non-Technical training. The centre comprises a modern library with access to the internet and four training rooms. It offers programmes in mining, engineering and ore processing as well as safety, health and environment (SHE) training and leadership development.

A web-based Learning Management System (LMS) that supports training and competence development by providing experiential, interactive and visual learning practices that improve knowledge retention, enables competence testing (including for large groups) and keeps online records of training.

Debswana's talent bench strength by 2020 was 67% against a threshold target of 60% and a stretch target of 65%. The company realised an improvement in the number of ready now successor numbers as a result of the execution of targeted development activities that were identified during the Talent Reviews. The Company's succession planning will continue to focus on the development of people identified as successors for both key roles and all other roles to ensure that there is a strong pipeline of skilled candidates.

Talent Management

The Company is faced with the global inclination towards digital skills and there is work to identify them and plan for their acquisition. The advent of COVID-19 at the start of the year necessitated close focus on supporting and sustaining the existing cohort of sponsored student to cope with the various pandemic restrictions in their respective areas of deployment.

Due to the severe impact of COVID-19 on the Company's cashflow, no new scholarships were awarded in 2020 and these have been deferred until the situation improves.

The Company's Scholarship Programme for the year consisted of 40 learners at tertiary institutions in Australia, the United Kingdom and Canada. Fifteen (19) of these completed their studies during the year under review and returned home to commence graduate development programmes at the operations. The remaining 21 are currently studying in the United Kingdom (17), Australia (1), Botswana (1), South Africa (2) and are expected to complete their studies between 2021 and 2025.

Eighteen (18) sponsored individuals completed their A-Level programmes locally and have commenced online tertiary level studies with various universities due to pandemic travel restrictions. Twelve (12) of these tertiary institutions are in the United Kingdom, four (4) in Australia and two (2) in South Africa. Once the situation permits, the 18 sponsored students shall depart for their respective learning destinations.

As part of the Company's ongoing talent management framework, the overall succession pipeline was reviewed to identify readiness gaps and formulate plans to address these. In addition, based on proven capability and output, some employees were assigned to the various key workstreams established to deliver the Debswana 2024 Strategy. This approach enabled work-based development opportunities for individuals while conserving cashflow in lieu of funded training programmes.

Diversity and Inclusion

Debswana's Diversity and Inclusion Strategy is a key component of our Human Resources strategy and focuses on gender, age, differently abled and family status while ensuring alignment with Group and strategic commitments.

The strategy sets goals to 2023 of developing, retaining and attracting a diverse talent population, building a high performance, bias free inclusive culture and ensuring an agile workforce that is reflective of the required skills for the future and work practices.



Gender (HR to update)

Debswana's goal is to achieve a 40% female management appointment rate by 2020. The appointment rate is the rate at which opportunities are provided to women candidates not only in promotions and recruitment (attraction) but also in talent mobility (secondments, lateral moves etc.). As at December 2019, Debswana's appointment rate remained at 24%. Total women in the workforce remained at 21% in 2019 and technical career representation remained at 14%.

Age

Debswana aspires to maintaining a balanced workforce profile across the employable generational ranges. Age diversity in the workplace brings about different experiences, expectations, styles and perspectives that can become a source of strength and innovation when addressed and managed the right way. It is important to ensure a balanced workforce profile where the needs of the represented generational ranges are all considered when determining people strategy and as a key informant of workforce and succession planning. Currently Debswana employee age distribution comprises of 45% millennials, which requires the company to develop policies and ways of work that cater for this demographic's full potential.

Disability

There is considerable scope to increase the employment of people with disabilities across operational sites and Debswana continues to formulate strategic partnerships with various organizations to increase our absorption rate of people with disabilities. Reviews of facilities were undertaken in partnership with the Safety and Sustainable Development department to improve accessibility to facilities and infrastructure and increase the recruitment of disabled and disadvantaged personnel. Debswana employs twenty six (26) persons with disabilities; three (3) at the DCC (1 male and 2 females; fourteen (14) at Jwaneng Mine (12 males and 2 females); nine (9) at the OLD M (5 males and 4 females).

The review identified the preliminary work required to fast track this area and further work will be undertaken during 2020. Please update

Family Status

Rooms for nursing mothers are being installed at DCC and will be completed during 2020. An aftercare and holiday programs will also be implemented during 2020. (HR to update)The Company is developing a flexible working arrangement framework to support both family status and age diversity.



“Debswana continues to formulate strategic partnerships with various organisations to increase our absorption rate of people with disabilities.”



Employee wellness

Debswana recognises the need to consider and support the overall wellbeing of its employees. The company's integrated employee wellness programme provides appropriate resources that aim to empower employees to improve their physical, social and psychological wellbeing. Improved employee wellbeing is not only an end in itself but also reduces absenteeism and increases productivity. The Wellness Strategy includes a focus on HIV and Disease Management, Health Promotion and Management of Non-Communicable Diseases, the Psychosocial/ Employee Assistance Programme, and Financial Wellbeing.

Employee wellness initiatives are funded through the Wellness Fund, which is set up as an operational trust, guided by the Debswana Board. The funding rate for the Trust is set at 0.5% of basic salary and 0.5% of 60% of Total Package. The Wellness Fund is developing a rewards programme to intensify behaviour change and maintenance.

Debswana's employees and dependents can access quality and affordable healthcare at the Group's two hospitals.

The predominance of COVID-19 remote working arrangements for a significant proportion of the employee population presented a notable engagement challenge during the year. This was validated by the results of a dip stick survey that was undertaken to gauge engagement levels following the National lockdown.

Employee Engagement

The major challenges faced by employees related to low morale (66%), anxiety (54%) and financial stress (43%). The main causes were concerns about the general wellbeing of family members (94.8%), concerns about the risk of contracting COVID-19 (88.1%) and concerns about job security (85.3%). Although 79% of the survey respondents were aware of the Employee Assistance Programme (EAP), only 3% had indicated accessing the services offered. Workload and fatigue were also emerging concerns. On a positive note, survey responses indicated a 97% satisfaction outcome regarding the effectiveness of internal communication.

In response to the survey outcomes, the following interventions were implemented:

- A wellness change management programme to assist employees in dealing with the various COVID-19 impacts, including the prevention of gender-based violence.
- A psychosocial support campaign to improve EAP enrolment levels.
- A peer-to-peer education programme to engender increased remote interaction between employees.
- Increased engagement of employees by line managers/ supervisors and departmental heads to address morale and workload issues.
- Targeted and regular updates on business conditions and measures being pursued to ensure the Company's survival.

In addition, additional communication platforms were rapidly established to augment existing remote engagement channels for both awareness generation, business updates/ announcements, relevant information sharing and motivational messaging.

Organisational Alignment with the Debswana 2024 Strategy

The Board approved Management's recommendation for an organisational resizing exercise to be undertaken, anchored on the following design principles:

- To enable the realisation of Debswana 2024 Strategy by optimising the existing Functional Leadership Operating Model.
- Designing the organisation for future business requirements and ensuring congruence between the various strategy enabling initiatives.
- Dedicated focus on digitisation, artificial intelligence and automation opportunities.
- Unambiguous accountability to reduce the number of decision-making layers, as well as improving collaboration and teamwork for greater results impact.
- Eliminating duplication and leveraging scale, as well as capability opportunities.
- Defined levels of work with no more than six layers, albeit with tolerance to accommodate legal and regulatory requirements where called for.
- Rationalisation of the workforce to achieve a lower labour cost-base without compromising service delivery.

In pursuit of the desired outcomes, cost-benefit analyses are

underway for potential outsourcing areas, backed by Debswana's Citizen Economic Empowerment Programme (CEEP) initiatives to benefit non-employees and, where possible, also absorb the impact of internal job losses.

The most cost-effective models will be sought for the operation of mine schools, hospitals, township infrastructure, transport, aviation and other business support services. Appropriate benchmarks will be considered to enhance the rigor of the new organisational design and to base its structure on roles rather than current incumbents.

In addition, alternative employment models will be developed to accommodate the future workforce, including more flexible conditions of employment.

Immediate opportunities were identified to permanently shut down Orapa No.1 Plant and place Damtshaa Mine on care and maintenance.

HIV & Disease Management

Debswana's HIV & AIDS strategy includes a comprehensive programme comprising awareness and prevention initiatives as well as a disease management programme that aims to extend the productive life of its employees, improve productivity, reduce HIV and AIDS-related mortality and prevent new infections.

Debswana supports the United Nations Programme on HIV & AIDS (UNAIDS) 95–95–95 targets, and aims to achieve these by 2026. This requires that we test 90% of Debswana employees for HIV/AIDS, ensure that 95% of HIV positive employees are provided with treatment and achieve viral suppression for 95% of those treated.

Initiatives include structured workplace programmes as well as cooperation and engagement with other key stakeholders including unions, Government and community structures. The Company assists Government in various ways such as in the delivery of the Masa programme to increase access to Highly Active Anti-Retroviral Therapy (HAART) to Batswana. The Ministry of Health and Wellness supplies HAART and the mine hospitals in Orapa and Jwaneng provide the human resources and infrastructure to dispense HAART to over 30,000 people a year in the communities around the mines. Debswana was the first company in the world to provide anti-retroviral therapy to employees and their spouses living with HIV & AIDS when

the programme started in 2001. With regard to HIV & AIDS management, there were 1,037 people registered on the Disease Management Programme, consisting of employees, spouses and dependents. The number of dependents registered on the programme amounted to 315 with 210 couples.

The downward trend in the prevalence rate continued since it started from a high rate of 28.8% in 2001 to 17.3% at year-end (2019: 17.1%) while the mortality rate reduced from 0.5% in 2019 to 0.0% in 2020.

COVID-19 Management

During 2020, a key focus area was the provision of close support for the Company's overall COVID-19 response. In addition to the routine EAP services, including psychosocial counselling, the fund contributed some P15 million to supplement the Company's various pandemic prevention and response interventions. In keeping with the Zero Harm principle, all Debswana's sites developed detailed procedures and protocols to manage COVID-19.

Trigger Action Response Plans and safety procedures were reviewed to incorporate the latter, including post COVID-19 lock down operations restart guidelines. The critical controls implemented across the business proved effective in controlling infection risks, as well as the timely management of positive cases, which were relatively kept at minimal levels.

The mining operations established dedicated isolation areas for positive cases to keep the main hospitals available for other medical services. Multi-disciplinary COVID-19 teams were established at all sites to oversee all risk mitigation interventions, backed by a Company-level COVID-19 Response Task Team with Executive Management composition.

Debswana closely collaborated with the De Beers Group on a weekly basis to share learnings and evolving best practice, as well as COVID-19 related supply chain assistance.

In recognition that people living with HIV/AIDS might be immune-compromised during COVID-19, measures were put in place to sustain adherence levels through reliable and consistent access to treatment and health care, supported by intensified adherence counselling. As a result, no reports were received regarding negative COVID-19 impacts on the programme's enrollees.

During the year under review, the Mineral Residue Disposal (MRD) assurance programme was augmented with remote technology as an intervention to avoid the spread of COVID-19. Therefore, for the duration of the pandemic, the new ways of work depicted in Figure 1 below will be followed, while also complying with the adopted standards.

Health Promotion and Non-Communicable Diseases (NCD) Prevention

The programme aims to promote wellbeing of employees and prevent ill health by providing access to preventative services, education and awareness. The programme includes screening services and health risk assessments to develop individual employee risk profiles that allow for targeted interventions.

We track the Health Age of our employees, which indicates how certain lifestyle behaviours and medical factors affect employee life expectancy. The Health Age of employees has increased by 1.4 years in the last five years and the average life expectancy of employees is 65 years compared to the national average of 61 years. The average health risk per employee has reduced from 3 to 2 over the last five years and the wellness culture has increased by 5.4% from 84.5% to 89.9%.

A Know Your Health campaign was launched in 2020 whereby services are availed for employees to know their non-communicable disease status.

Psychosocial/Employee Assistance

Debswana offers a number of interventions to enhance employees' psychosocial wellbeing, including an Employee Assistance Programme, which is available to employees and their dependants. These interventions improve workplace effectiveness by preventing, identifying and helping to resolve personal issues, which supports productivity. The main stressors identified in the workforce include a lack of opportunities for promotion, financial stress and relationship issues. A mental health programme has been implemented to address areas including stress management, chemical

substance abuse, building relations in the workplace and developing skills to handle mental and emotional discomfort.

A COVID-19 and Psychosocial toll free line for employees and dependants has been established for easy access to counselling. Furthermore, there are ongoing webinars open to all employees, which include grief management.



Employee Financial Wellbeing Programme

The Sedimosa program aims to improve financial literacy levels among employees by providing education and awareness, debt management strategies and a debt rehabilitation programme. The programme includes individual financial assessments to help employees to understand their financial status.

The project ran for two years and a local service provider has been identified to run the financial awareness, literacy training as well as debt management.

One of the key challenges faced by the programme is the lack of national financial regulations, which has resulted in prolonged negotiations with the banks. Continued financial education is planned as to address employees accessing further credit after exiting the program.

Educational initiatives

OLDM owns and runs four co-educational private schools for the children of employees and other critical stakeholders:

- Tawana Pre-Primary School
- Bathoen House Primary School
- Boteti House Primary School
- Livingstone House Primary School

Acacia Primary School at Jwaneng is a Debswana-owned, multicultural and co-educational Pre and Primary school that offers education to children of Debswana employees as well as residents of the Jwaneng community.

The schools' curricula are based on the Botswana Ministry of Education and Skills Development curriculum and further extended and enriched by the use of specialised materials to encourage and motivate pupils to fully realise their true potential. A variety of extracurricular activities are offered to all pupils, including a wide range of sports and music tuition, to ensure the holistic development of the children.







FOCUS AREA:

Corporate Social Investment (CSI)





CSI is an important part of Debswana's Social Performance programme and is implemented through the Social Way Framework which seeks to minimise social risks, manage likely impacts that may be due to the Company's activities and maximise socio-economic benefits. CSI is one of the Social Way Socio-Economic Development (SED) pillars aimed at leveraging synergies with mine infrastructure and the Company's value chain.

The strategic focus areas of Debswana's CSI are informed by the shareholders' priorities for social investment, National Vision 2036 and the United Nations Sustainable Development Goals (SDGs) and these are:

Sustainable Communities

The focus area will enable Debswana to respond to community needs in the following areas:

- Water and sanitation services
- Enterprise development (community based revenue generating projects that also include innovation and technology based solutions);
- Childhood development;
- Sports Development;
- Enhancement or development of health and education facilities, as well as basic housing;
- Skills development programmes to develop

transferable skills in potential labour force to enable community members to access diverse jobs;

- Indigenous knowledge and cultural heritage; and
- Capacity development – for example, in areas of gender based violence and substance abuse.

Women, Girls and People with Disabilities:

The focus area seeks to promote the empowerment of women, girls and people living with disabilities to ensure that all Batswana have equal opportunity to improve their livelihoods. Proposals to be considered under this focus area are those empowering the target groups through skills development, sports development and entrepreneurial initiatives.

Conservation and Bio-diversity

This focus area aligns strategically with Debswana's commitment to operating in a sustainable and responsible manner for the benefit of posterity. It promotes the sustainable use of natural resources, waste recycling and re-use, clean energy efficiency and resilience to climate change.

Criteria for CSI Projects Selection

Debswana will provide CSI Support to registered non-profit organisations and public institutions to implement projects with a wide impact and, as much as possible, projects where

beneficiaries are involved in planning. These non-profit organisations and public institutions should demonstrate management capacity with clear governance, leadership and accountability.

Individuals, political, religious and profit making organisations, service clubs, overdraft and debt reduction, sponsorships and marketing campaigns as well as commercial entities all are not eligible for CSI support. That notwithstanding, project legacy spend initiatives will be considered under CSI support depending on the risks, issues and socio-economic opportunities identified during a capital project's feasibility phase stakeholder engagement and risk workshops.

CSI Budget and Allocations

For the past ten (10) years the Debswana Corporate Social Investment budget has been P15 million, apportioned as follows: 50% for DCC and 50% for both Jwaneng and OLDM. With strengthened community engagement through the implementation of the Social Way in the last six years,

and detailed socio-impact assessments, Debswana has gained more understanding of appreciation of the needs of communities, however, has not been able to implement several major and impactful programmes that would address risks and opportunities identified through the engagements and assessments.

Anglo American Foundation funding application

The Anglo-American Group Foundation, run by an independent Board of Trustees funds projects run by Non-Governmental Organizations that address social, economic or environmental issues in host communities. In 2020, the Foundation supported Debswana with medical PPE in light of the COVID 19 pandemic. Thereafter, CA learnt that on an annual basis the Foundation assists NGOs to fund SED programmes around the business units' communities. As such, going forward, Debswana will support NGOs that want to submit funding proposals for SED projects in Botswana and our Zol. going forward.



Sustainable towns

The Orapa Today Boteti Tomorrow (OTBT) programme was conceived in 2011 and comprises two legs:

1. Orapa Today had the goals of making Orapa a great place to live and work.
2. Boteti Tomorrow aims to build an alternative economy in the Boteti Sub District that will sustain the community beyond the planned end of the life of mine in 2047.

The initiatives in the OTBT programme were identified in collaboration with various departments of the Government of Botswana to ensure that these align with Government priorities. The programme has four components:



Game Park Expansion

The Game Park Expansion project expanded the Orapa Game Park to create a corridor linking Orapa and Makgadikgadi Pans. The initiative uses diamond mining as a catalyst for community-led tourism activity in Boteti, improving community resilience post-mining activity and also forms part of OLD M's socioeconomic mine closure plans. The extended Orapa Game Park area was officially opening in March 2018 and hosts a large variety of species, including endangered species such as white rhino.

Diamond Museum

The Adrian Gale Diamond Museum is the first diamond museum in Botswana and aims to commemorate Orapa as the first great diamond mine in Botswana and acknowledge its history and positive impact on the nation. The museum was officially opened in 2018 and includes galleries showing mining processes, equipment and products, a diamond display room and an outdoor area with big mining trucks. Phase 2 of the project will add a curio shop, coffee shop, storage area and a visitors' lounge.

The Department of National Museum and Monuments has contributed significantly to the conceptualisation of the expansion of the Game Park and development of the Diamond Museum. The two attractions have been linked as a combined tourist package available to the high volume of tourists travelling to the Makgadikgadi area. These initiatives

form part of the Makgadikgadi Framework Management Plan, which is part of the broader sustainable development and management of cultural and natural heritage in the Boteti region.

Business Park

This initiative, currently at the concept stage, plans to develop a business park to stimulate economic activity in the area.

Technical University

This project aims to develop the current training facility, which is a national benchmark in technical training, into a Technical University or Institute of Technology. The project is currently at feasibility stage.

Management of Social Incidents

Available platforms for reporting grievances or incidents at Debswana are walk-ins, phone call, emails, engagement/meeting and letters. Figure 7 below shows the popularity of various platforms for reporting incidents and grievances.

During 2020, there were four (4) grievances and three (3) social incidents recorded at OLD M with none recorded in Jwaneng during this reporting period. Both sites continue to manage incidents and grievances from previous reporting periods due to the complexity in stakeholder engagement and co-creation of solutions. Jwaneng Mine has continued to publicize the grievance mechanism to ensure that public awareness and access to the different lodging channels.

Incidents and grievances related to unfair labour issues in supply chain (mostly sub-contractors), water, land access and road safety are consistent themes from previous years.

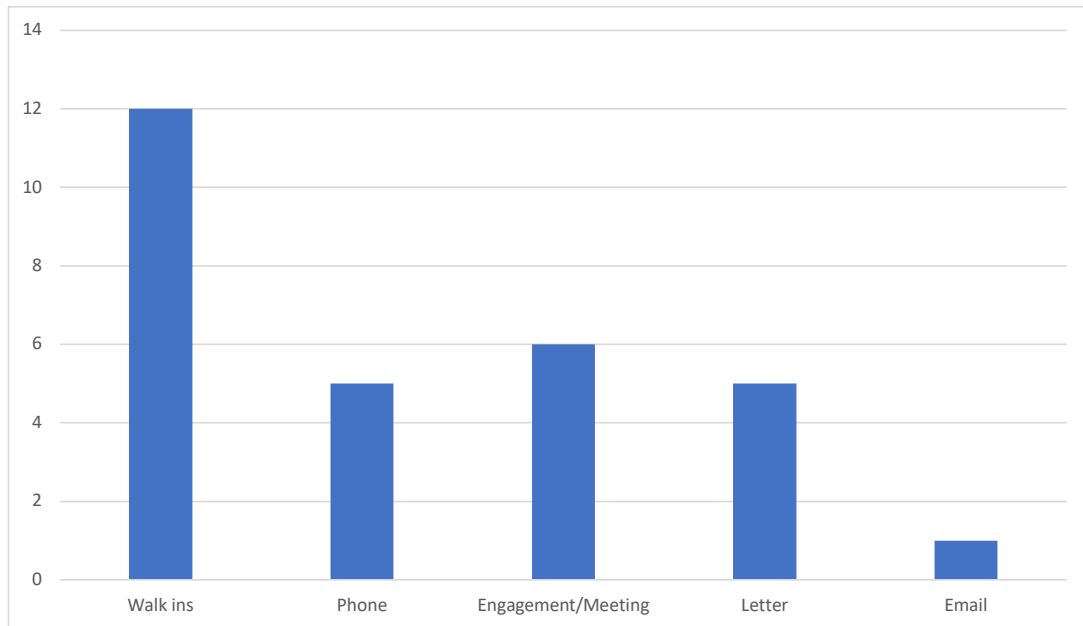


Figure 8: Popularity of various platforms for reporting incidents and grievances

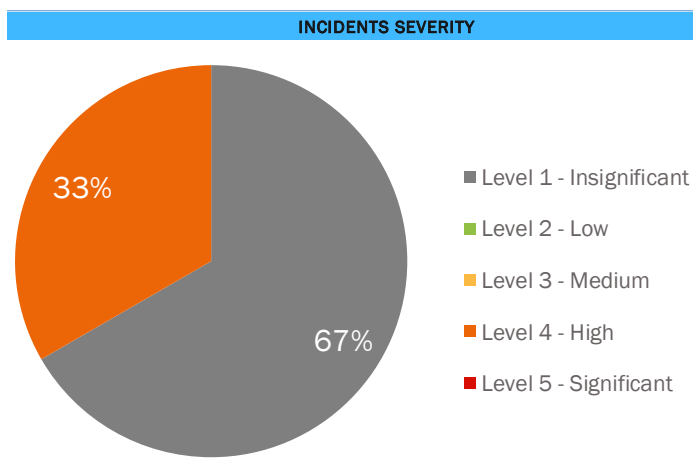
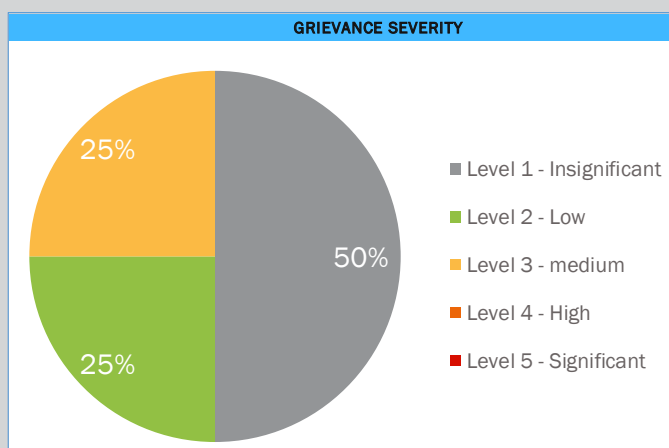


Figure 9: Social Incident severity in 2020

One Level 5 social incident was reported at OLD M which involved a mine ambulance that collided with a private vehicle resulting in two fatalities. The investigation of the incident has been concluded.

- The mine ambulance driver was conducting “work”, so is considered work-related, and reported as a First Aid Case under Safety consequence
- The two employees were driving in their private capacity, so is considered “not work-related”, and considered in their capacity as members of the community. As result, the multiple loss of life is rated as Social Incident with consequence level 5, detailed as followed according to the Social Consequence Matrix (as per Social Way 3.0). The remaining 2 incidents were Level 1.



One level 3 grievance was recorded when a field was disturbed erroneously by Wellfield 7 developments. The farmer required compensation but made unsubstantiated claims on the value of the impact. The matter is being managed by the Debswana Legal Department which has confirmed that only the eligible as per the Tribal Land act provisions will be made available.

1.1.1 Social Risk Management

Corporate Affairs is managing several social risks with the top four social risks detailed below.

Two emerging risks have been identified and have been reviewed and rated. Both risks are being managed at corporate level with an interim project manager appointed to drive the actions that are required to manage the risk.

The approach to risk management is a collaborative effort between multidisciplinary departments.

1. Water Scarcity/Shortage - unsustainable, accelerated aquifer depletions – increasing borehole installations (completion for land and water resources).
2. Land rights/water rights conflict – access restrictions to water servitudes; unclear regulatory conditions. The next table provides detail on the top four social risks.

Top Four Social Risks And Related Performance

RISK: Unwanted event description: Land/water rights conflict dues to access restrictions to water servitudes caused by unclear regulatory conditions

Mitigation strategy

Establish a project that will define co-ordinated and integrated approaches to the management and administration of land and water rights. The Project seeks to synthesize, assess and manage emerging risks which may impact the stability of Debswana business on the interface between land tenure and water rights, including the legislative arrangements which govern these.

Manage increasing competition and conflicts for shared resources (Water and Land)

RISK: Unwanted event description: Land claims & litigation by resettlement Project Affected Person's & historical relocations

Mitigation strategy

Implement Supplementary Resettlement Action Plan, Livelihood Restoration Plans and SED programmes

Resolve grievances with support from national structures

RISK: Unwanted event description: Material negative social impacts as a result of emergencies/activities resulting in reputational damage and potential loss of life and livelihoods

Mitigation strategy

Implement Social Way version 3.0 Emergency Response Preparedness Plan and regional and national disaster management plan

Implement crisis management and stakeholder engagement

RISK: Unwanted event description: Human Rights violations due to unfair labour practices by mine contractors

Mitigation strategy

Build awareness on Human Rights to contractors and their employees

Stronger contractor management at Supply Chain for violations



Rating		New: 24 (H)
Progress		
<ul style="list-style-type: none"> A Land and Water Rights Project (LWRP) with a multidisciplinary team has been established Two OLDLM resources are attending an on-line Land Access and Resettlement Masterclass presented by the Centre for Social Responsibility in Mining (CSRMI) at the University of Queensland in September 2020 		
<ul style="list-style-type: none"> Grievance and incident management is ongoing Legal department is assisting with any litigation 		
Rating		24 (H)
Progress		
<ul style="list-style-type: none"> Approval of SED programmes at Board Sustainability Committee to mitigate social ills and improve livelihoods in vulnerable communities (Food security, Life skills) Task Force set up between the Project Team, parent ministry and Ministry of Land Management, Water and Sanitation services and has been active since 2019. The Task Force has also been addressing grievances from historical relocations. A consultancy is currently conducting a socio-economic baseline survey which has been a major gap in reaching compliance. This work is due for completion in Q2. 		
<ul style="list-style-type: none"> Ongoing grievance and incident management The Task Force, Land Board and the District Commissioner has supported compensation and remediation efforts Engagement of consultancies to assist and training of Debswana resources 		
Leading to	Rating	17 (S)
Progress		
<ul style="list-style-type: none"> Transition Plan (2020-2022) actions are being implemented 		
<ul style="list-style-type: none"> Participatory monitoring on dust emissions is ongoing with community members. Independent reports on acceptable levels are continuously shared Engagements on protocols to observe in the event of a slurry dams failure ongoing 		
Rating		20 (S)
Progress		
<ul style="list-style-type: none"> Periodic training contractors and their employees on Labour practices through the governments Department of Labour is ongoing 		
<ul style="list-style-type: none"> Some contractors have been terminated due to repeat violations. Material impact projects have social indicators built into their contracts 		



Following the transition to Social Way v3.0, a new approach to risk management has been introduced through the Social and Human Rights Impact and Risk Analysis (SHIRA) requirement. An exercise conducted in quarter 4 2020 by the AA Business Partner (BP) to sensitize on what impact and risks analysis looks like under AASW 3.0 and to understand the definition of risks and impacts to undertake the analysis correctly, using the appropriate tools (Social consequence matrix and 5x5 risk matrix). The session with Orapa was held on the 14th and Jwaneng on the 08th October where over 38 Social Performance, Emergency Preparedness and Response, Security teams and Debswana contractors participated. As a material change to the social way, fundamental engagement and integration into the Operational Risk Methodology is required. Training and engagement will be continued in 2021 which will include the Risk department and other relevant disciplines.

Cultural Heritage Management Procedure

In May 2020 Rio Tinto proceeded with a blast at Juukan Gorge in Australia that severely impacted archeological significance, triggering a widely publicized destruction of Aboriginal caves and the consequences that the Rio Tinto management faced and continues to experience. Once the leader in managing Social Performance in the extractive industry, Rio Tinto's inadequate cultural heritage management processes have given its peers a cautionary tale.

Debswana has had Cultural Heritage (CH) procedures at site since the adoption of SW v2 and following investor scrutiny at the publicly listed Anglo American, was able to submit a comprehensive submission to support how an event at Juukan Gorge can be prevented in Anglo American. To tighten internal processes, Corporate Affairs has merged the two Cultural Heritage Management Procedures at Orapa and Jwaneng into a group Policy to ensure consistency in application and updated its contents according to the SW Toolkit 4H on Cultural Heritage Management as well as

emerging global practices and community expectations.

Resettlement

OLDM has been implementing the Resettlement process since 2015 associated with the expansion of the Orapa Game Park and the Mine Lease Extension project. This resettlement saw the relocation of at least 65 Project Affected Households. The resettlement process impacted on households in two category of impacts being economical displacement and physical displacement. Both of the impacted persons were compensated with those who were economically displaced being compensated monetarily whilst those who were physically displaced being relocated to the ranches and the vulnerable group being the herders being built houses for.

The herders were deemed to be vulnerable due to the fact that they depended a lot on their employers availing accommodation for them at their places of work and some did not relocate with their employers, hence did not have places to stay. Debswana had originally planned to build houses for some of the herders but due to the impact not limited to only the five (5) herders but to all the herders who were citizens of Botswana, the OLDm took a decision to have houses built for all the 16 herders who were relocated from the Orapa Game Park Expansion area. OLDm applied for residential plots for all the 16 herders and the first batch of houses were built for the herders to ensure alignment with the International Finance Corporation Performance Standards 5 requirement which requires that the adequate compensation should be provided for the Project Affected Persons who are deemed not to have access to land/housing.

Construction of the first batch of 8 houses began in September 2018 and was completed and handed over to the herders in April 2019. In September 2020 OLDm started the construction of the last batch of the 8 houses for the herders which are due for completion in March 2021.

Highlights of Debswana's CSI Programme

DEBSWANA'S SUPPORT TO COMMUNITIES AND THE NATIONAL COVID-19 RELIEF FUND

The outbreak of the Corona Virus Disease 2019 (COVID-19) has had an unprecedented impact on the entire global community and the diamond industry, of which Debswana is a significant stakeholder, has suffered greatly from the inability to sustain sales due to global movement restrictions implemented as an infection spread response measure.

As part of these world-wide interventions, the Government of the Republic of Botswana (GRB) has also effected a number of swift interventions to prevent and manage the spread of the virus. These include a request by His Excellency the President of the Republic of Botswana, Dr. Mokgweetsi E.K. Masisi for the private sector to contribute towards the national COVID-19 Relief Fund, whose primary objective is to cushion the impact of the pandemic on the cross-section of Botswana's economy and communities.

Since the spread of the pandemic escalated, Debswana has committed resources to provide financial and in-kind support towards corresponding relief efforts, these also being in line with the Company's Corporate Social Investment programme's focus area of **SUSTAINABLE COMMUNITIES**. The Company has so far spent P14 million on the pandemic preparedness of our hospitals and operations, as well as support to communities. Over the next few weeks Debswana will contribute a further P10 million towards national relief efforts and community support.

In formulating its contributions Debswana has taken the following aspects into consideration:

1. The current interventions are focused on Prevention and Response, albeit with plans already developed for the pandemic Recovery phases.
2. Communities within our mines' environs are a particular focus area due to their resource constraints to respond to the pandemic, relative to urban areas of the country.
3. Debswana runs two district referral hospitals which are already at the core of the Boteti and Jwaneng/Mabutsane sub-district's response to the pandemic.
4. Debswana is a member of the Joint (Government and Debswana) District Disaster Management Committees through which the Company implements its Emergency Response Preparedness Plans in the event of any crisis. Both sub-districts' clinics are experiencing significant shortages of resources, such as front-line personnel protective equipment (PPE), for which requests for support have been submitted to the Company's respective operations.
5. Lack of access to remote learning due to limited or no Internet connectivity, as well as a lack of access to broadcast media (radio and TV) for students in all of these outlying communities.

Since the previous month, Debswana has been proactively engaging stakeholders in our immediate impact communities, as well as at national level, such as the District Disaster Management Committees (DDMC), District Health Management Teams, National Emergency Operation Centre, Ministry of Health and Wellness, community leadership, non-governmental organisations (NGOs) and other stakeholders, to work on prevention and response initiatives. The Company conducted risk assessments from which an inventory of its resources and assets that can be mobilised was formulated.

COVID-19 PREPAREDNESS FOR ALL DEBSWANA OPERATIONS AND IMPACT COMMUNITIES

Debswana has to date spent P14 million to prepare its operations and hospitals to fight the pandemic.

This consisted of procuring related medical supplies, PPE, testing equipment, converting some of its accommodation facilities into isolation centres, as well as pandemic educational materials and communication platforms. Of this figure P2,682,758 was spent on local suppliers. In addition, Debswana's mine hospitals also serve as district referral hospitals in partnership with the Ministry of Health and Wellness and have to be adequately prepared.

Other funds and efforts were spent on:

1. Re-allocation and streamlining of hospital services at both Jwaneng and Orapa towards COVID-19 treatment and patient care.
2. Availing funds, facilities and Company employees to assist the District Health Management Teams.
3. Enabling Government to convert some district clinics into COVID-19 treatment centres.
4. Re-deployment of mine hospitals' ambulances to support wider healthcare efforts around the communities: Jwaneng (two ambulances) and Orapa (one ambulance).
5. Provision of water and sanitisers to the Company's impact communities.
6. A cash donation to the Boteti DDMC to purchase masks, gloves and other medical supplies.
7. Provision of porta cabins to a clinic in Jwaneng and another in Mabutsane to house health personnel, eight rooms in Jwaneng and 16 rooms in Mabutsane).



*Jwaneng Mine Hospital, District
Dr. Khotso Sekake, Jwaneng
Treatment Centre (The Isolation Centre)*



*Self-storage unit porta cabins donated
to accommodate for health workers*



*Botswana Minister of Health
stretches DLM hospital roadways*

ADDITIONAL COMMUNITY SUPPORT

With an additional contribution of P10 million the Company will continue to support interventions at both impact communities and national levels.

Debswana will commit the P10 million as follows:

- a) **P5 million** for the production of 250,000 re-usable masks and distribution to front-line workers such as the Police and Military, as well as Government essential workers and communities around our Mines. The masks will be made by pre-existing tailors in Botswana and around our communities, thus stimulating economic activity such as local production, import substitution and socio-economic development during this time of economic downturn.
- b) **P3 million** to purchase food packages, provide water and various supplies requested by communities around Orapa and Jwaneng.
- c) **P1.3 million** to support education programmes around the communities in Orapa and Jwaneng.
- d) **P700,000** to augment costs for medical Personnel Protective Equipment being purchased by the Anglo-Foundation for 24 clinics in the 200 kilometer radius around our Mines.
- e) **Technical support** in the form of Emergency Preparedness training.

With regard to Debswana's employees and contractors we have ensured and continue to further consolidate the following:

1. Purchased disposable masks, sanitisers and gloves for **Debswana's 12,000 employees and contractors** who work at our operations.
2. In the next few weeks, spend **P460,000** for the production of re-usable masks for all employees and contractors.
3. Provision of **daily medical screening to employees and contractors** (currently only essential services and skeleton staff are working).
4. Providing **daily COVID-19 educational messages and advice** to employees via SMS and email.
5. Provision of a **toll-free number with 24-hour** for communication and wellness support services for employees.
6. Our crisis management teams have put in place robust plans for post lockdown re-entry to our operations that will ensure compliance with **COVID-19 safety protocols**.

The Acting Managing Director, Ms. Lynette Annstrang had confirmed that: "Debswana remains committed to play its part in the fight against the COVID-19 pandemic. Our efforts in mitigating the impacts of COVID-19 extend way beyond this pledge. Through our existing and long-term socio-economic development, Corporate Social Investment programme, Citizen Economic Empowerment programmes and our Debswana Values, we will ensure the continued support in the best way possible even post the COVID-19 crisis."

JWANENG MINE ASSISTS COMMUNITIES IN TACKLING COVID-19

The Coronavirus (COVID-19) pandemic has affected Botswana in many ways already. Debswana has heeded Government's call to support efforts towards mitigating the spread of the virus as best as we can.

Jwaneng Mine Hospital Superintendent, Dr. Kegomoditswe Biki Maphane, has shared that Jwaneng Mine's Zone of Influence has three isolation Centres as part of the District's preparedness and response plan to COVID-19. Ditsweletse Clinic at Unit 5 and C-Mess. The other Isolation centre is at Mabutsane village at the Remote Area Dwellers (RADS) Hostels. The isolation centres are being used to admit all COVID-19 suspected cases on a temporary basis. Those confirmed to have COVID-19 will then be transferred to the Sir Ketumile Masire Teaching Hospital in Gaborone.

To support these platforms, Dr. Maphane advised members of Jwaneng Mine Executive Committee during a recent Visible Felt Leadership that Jwaneng Mine has loaned Ditsweletse Clinic 2 porta cabins with 4 rooms each and loaned Mabutsane isolation centre

4 porta cabins with 4 rooms each for during this period.

Said General Manager of Jwaneng Mine, Koolatse Koolatse, "It is important to keep our focus and encourage our people and communities to adhere to guidelines that our Government has set out to ensure that we overcome the rapid spread of Coronavirus."

He also revealed that Jwaneng Mine interrogated and mapped the need for water in Jwaneng Mine's Zone of Influence and committed to supply water to the villages of Betesankwe, Sese and Mahotshwane during the COVID-19 National extreme social distancing period. "In line with our Show We Care Debswana Value and Sustainable Development Goal 6 (Clean Water and Sanitation), we have committed to supply water to residents of Betesankwe,

Sese and Mahotshwane villages during this period. We hope that the water will help improve hygiene among residents and prevent the spread of COVID-19."

During this time, all stakeholders are advised to take all precautions and follow the guidance of Government and the relevant authorities to #StaySafe.





FOCUS AREA:

Our natural environment



Debswana cannot disregard the environmental impact that comes with recovering diamonds from the earth. In line with the UN 2030 Sustainable Development Goals and the National SDG Roadmap, Debswana recognizes that the responsibility to the nation of Botswana extends even to future generations. Natural resources including water and energy are key inputs in Debswana operations. Climate change is one of the top global risks to Debswana's business and energy use is the main driver of greenhouse gas emissions that contribute to climate change. Climate change is a global reality that affects Debswana, communities and the rest of the world. Responsible management of water, biodiversity and energy use are consequently priorities in conserving the environment. Debswana minimises environmental impact and closure liability by ensuring that we integrate environmental and closure requirements into the business planning processes. By preserving biodiversity and water, tackling climate change and minimising our environmental impact, we are exploring ways not only to recover nature's treasures, but also to treasure nature.





Strategic priorities:

- Energy intensity, efficiency and GHG emissions
- Water efficiency
- Environmental compliance
- Closure liability
- Biodiversity

Our vision is to operate carbon and water neutral mines and to deliver a positive impact on biodiversity overall.

Our strategic focus includes implementing the new incident reporting system, addressing climate change and developing talent within the environment function. One of our core values is to conduct all our operations in a manner that will minimize impact on the environment and uphold the safety and health of our employees. We do this by:

- Continually improving our safety, occupational health and environmental performance
- Complying with all applicable laws, regulations and other commitments
- Preventing work-related diseases, injuries and damages to property
- Preventing pollution of the environment
- Conserving natural and other resources
- Treating the protection of safety, occupational health and the environment as the responsibility of everyone working at Debswana

Managing our environmental impacts

Through partnerships with the communities around our mines, which provide valuable input into our environmental management programmes, we ensure that we conduct our business in such a way that we minimise our impact on the environment. To this end, the Environment discipline is one of the four disciplines that make up our Environment, Community, Occupational Health and Safety (ECOHS) Programme.

Environmental management is managed as part of the Safety and Sustainable Development function as defined by the Group's Integrated Safety and Sustainable Development Policy. Debswana's Environmental Management System (EMS) aligns with the requirements of ISO 14001:2015, the international standard for environmental management systems and are certified in terms of the standard. The EMS provides a framework for protecting the environment including managing waste, effluents, emissions, dust, environmental noise and the management of hazardous substances to prevent pollution. The Group's Integrated Safety and Sustainable Development Policy was recently amended (in April 2020) to add and provide for processes and programmes to manage biological, physical, chemical and

psychosocial hazards; climate change impacts reduction; and water and biodiversity conservation.

The policy is premised on the following environmental principles:

- It is important to manage existing and emerging biological, chemical, physical, psychosocial hazards and risks that can impact on workers' health, safety, community and the environment;
- The natural environment must be regarded with respect and care, undertaking to protect and minimise impact on land, air, water and biodiversity resources, wherever possible;
- Climate change is a global risk and should be addressed through low carbon emission and water efficient operations.
- Conservation of resources through innovation and improved efficiency is a must do.
- Positive contribution to the country as well as good relationships with the communities in which we operate must be maintained.
- The Group's Integrated Safety and Sustainable Development Policy undertakes to achieve these ideals through a number of programmes that are based on the following:

- Integrating environmental and closure requirements into our business planning processes.
- Contributing to reduction of climate change impacts through modification of our processes and in technology to reduce energy intensity and carbon emissions, improve energy efficiency and investment in renewable energy sources.
- Water conservation, improved water efficiency, water recycling and investment in water reduction technologies.
- Biodiversity conservation, protection and positive impact on biodiversity.
- Establishing and implementing systems for safety, health, biodiversity, community, energy and crisis management in line with Mining Association of Canada (MAC) requirements.
- Reducing the consumption of natural resources relative to production by promoting the efficient and sustainable use of water, energy and land, and the implementation of biodiversity conservation programme.
- Protecting the environment and enhancing environmental performance by implementing the mitigation hierarchy approach and adopting strategies for pollution prevention, land degradation and waste management.
- Planning for mine closure and actively rehabilitating impacts associated with our activities, products and services.
- Continually improving management systems to enhance sustainability performance in line with the requirements of ISO 45001, ISO 14001 and the Towards Sustainable Mining protocols.

Environmental Performance

- Our operations (OLDM and Jwaneng) have successfully maintained certification in terms of ISO 14001:2015, the international environmental management systems standard. An EMS improvement project is being implemented to improve the effectiveness of the EMS in terms of developing objectives and indicators, managing change and determining the effectiveness of actions and programs.
- Training of management occurred at the beginning of 2019. This enabled management to set tangible and reasonably practicable objectives and indicators for the year. The development and roll-out of both the management of change process and effectiveness testing and determination processes occurred simultaneously towards the end of the year.
- No Level 3 incidents were recorded during the reporting period year. Fifteen (79) minor environmental incidents have been reported in 2020. The analysis indicates that similar to previous years' statistics, majority of the incidents reported are primarily affecting the land as they result from hydrocarbon spillages. Incident management coaching is ongoing throughout the operations on environmental incidents to improve proper investigation to establish root cause and mitigation measure thereof.



2020 YTD ENVIRONMENT MINOR INCIDENTS

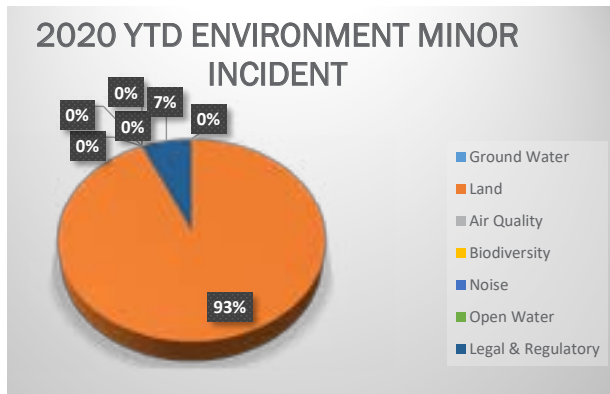


Figure 9: Environmental incidents breakdown

Energy Use And Carbon Emissions

Climate change is one of the top global risks to the business and its major driver is energy use, particularly energy from fossil fuels. Climate change is a global reality that will affect Debswana, De Beers and Government of Botswana. Potential impacts could include extreme weather events, decreased distributions due to business disruptions and consumers abandoning natural diamonds due to the perception that Debswana negatively impacts the environment. Debswana's vision is to operate low carbon mines through energy efficiency initiatives and investment in low energy processes.

Electricity Use

Energy use at Debswana operations (excluding the DCC) is shown in Figure 18 below. In 2020 total electricity consumption decreased by 7.86% against 2019 consumption (454,140.6 MWh (megawatt hours (2019:473,340.52 MWh). Jwaneng Mine consumed 206,891.7 MWh (2019: 219,894 MWh), while OLD M consumed 247,248.9 MWh (2019: 273,001.52 MWh) (see Figure 18). The reduced consumption is attributed to the energy efficiency initiatives implemented at the operations as well as reduced production due to the COVID-19 pandemic.

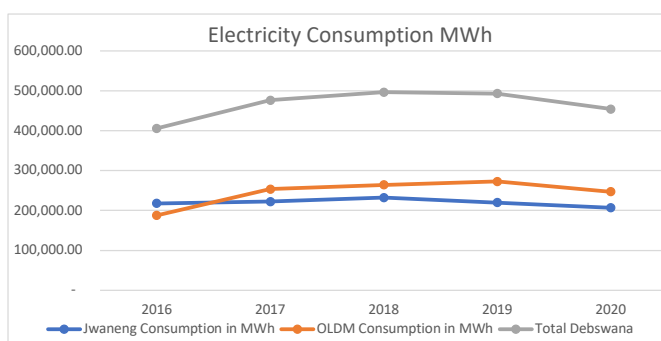


Figure 10: Electricity usage at Debswana Operations

Jwaneng Mine

Jwaneng Mine has implemented an energy and carbon management programme which identified energy intensive processes and initiatives to improve energy management performance for the operation.

The Mine sets annual targets to improve energy efficiency. For 2020 the target was 26.03 kWh/tonne. The Mine achieved efficiency of 25.93 kWh/tonne, an improvement of 21% against 2016 performance (See Table 9).

Year	Target	Actual	Variance to baseline
2016		32.93	Baseline
2017	31.94	30.28	-8%
2018	29.52	30.43	-8%
2019	29.67	26.29	-20%
2020	26.03	25.93	-21%

Table 3: Jwaneng Mine Electricity performance yearly variance



Figure 11: Jwaneng Mine 2020 Energy Efficiency Performance

The good energy performance is attributed to implementation of various energy initiatives. Development of initiatives is driven by the Energy Management Team which comprises representatives from Engineering, Mining Engineering, Processing Engineering and the Environmental team. The Energy Management Team is responsible for developing, tracking and reporting on implementation of energy management strategic initiatives. The 2020 strategic initiatives include:

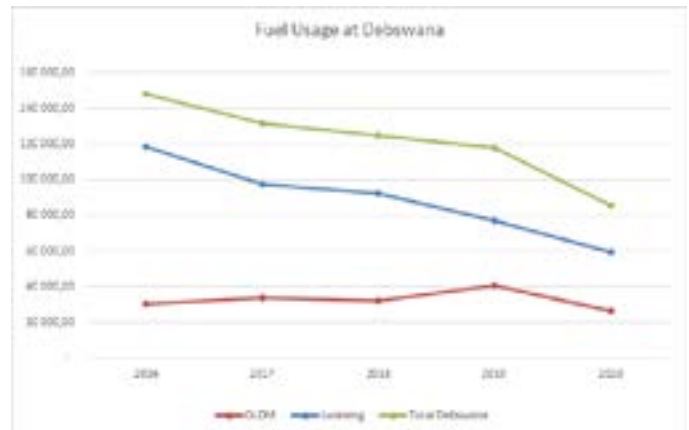
- Installation of LED lighting
- Power factor correction monitoring
- Operation philosophy (stop idle streams at plants)

OLDM

In 2020 OLDM implemented a number of energy improvement initiatives including;

- The replacement of all motors that at LTP with efficient motors that consume less power.
- Replacement of standard lights with LED lights
- Amendment of descriptions for spares to ensure replacements units match the high efficiency of the installed units at LTP and for all units to be replaced at the rest of the OLDM plants.

These have resulted in a favourable energy performance for the year. The Mine achieved overall efficiency of 12.79 kWh/tonne against a target of 14.05 kWh/tonne which is an 8.91%



Note: Previous years restated from 2019 RTS

Jwaneng Mine

In 2020 Jwaneng Mine achieved an efficiency of 0.74L/tonne against a target of 0.85L/tonne, which represents a 21% improvement against the 2019 baseline and better than target. Fuel efficiency deteriorated in 2019 due to longer hauling routes than planned. This was a result of the cut 7 ramp closure due to cut 9 interface issues; this resulted in longer routes via Cut 8. Northeast corner stability issues also resulted in longer hauling routes than planned.

Some measures that were taken to improve fuel performance include the following:

- Improving hauling efficiency through the use of online fuel bay to reduce empty haul
- Rationalizing MCRS & HPI engine trucks
- Reducing the number of trucks (optimization of equipment)
- Dump plan optimisation

Year	Target	Actual	Variance to baseline
2016		0.94	Baseline
2017	0.91	0.79	-16%
2018	0.89	0.63	-33%
2019	0.97	0.94	0%
2020	0.85	0.74	-21%

Table 4: Jwaneng Mine Fuel Performance Yearly Variance

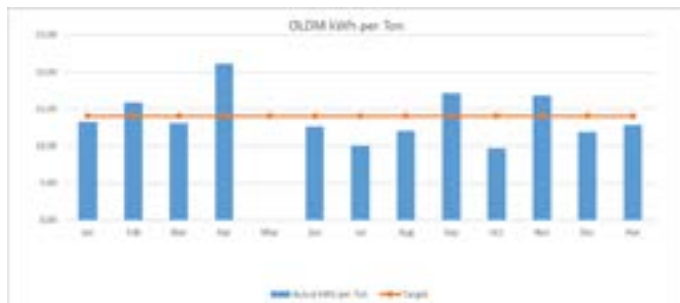


Figure 12: OLDM 2020 Energy Efficiency Performance

Fuel Use

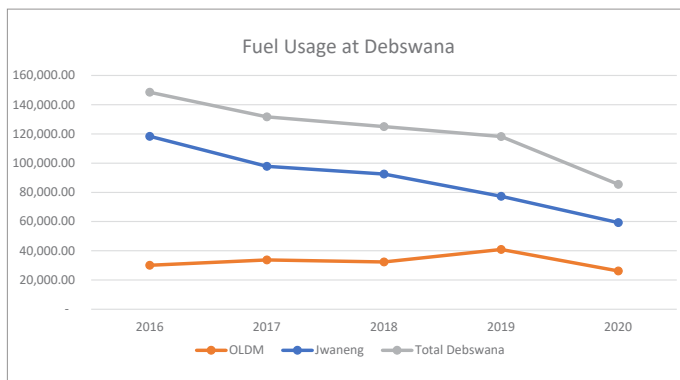


Figure 13: Diesel Usage at Debswana Operations

Fuel use at Debswana operations in 2020 (excluding DCC) decreased by 28% from 118 214m³ in 2019 to 85 513m³ in 2020. Jwaneng Mine consumed 59 308m³ against 77 300m³ in 2019, while OLDM consumed 26 204m³ against 40 913m³ in 2019. (See Figure 21). The reduced consumption is attributed to the fuel efficiency initiatives implemented at the operations as well as reduced production due to the COVID-19 pandemic.



Figure 14: Jwaneng Mine Fuel Efficiency

OLDM

The OLDLM diesel consumption for 2020 was favourable to budget due to fuel optimisation initiatives as well as reduced activity as a result of the COVID-19 pandemic. The initiatives being implemented include; High Displacement (HD) Engines, Fuel Optimisation System (FOS) Initiative and Dynamic Gas Blending (DGB) which will not only reduce diesel consumption but will also lower GHG (CO₂e) emissions.

Measures have being put in place to monitor and report on performance on weekly basis allowing prompt corrective actions to be taken.

GHG emissions at Debswana operations

GHG emissions are a major contributor to climate change. GHG such as carbon dioxide (CO₂) and nitrous oxide (N₂O) are released from various mine production processes. Emissions from burning fuel (haul trucks and other machinery) and other processes in the Mine (e.g. incineration) have significant adverse impacts on ecosystems, air quality, agriculture, and human and animal health.

The table below shows the trends for CO₂ emissions for the period 2016-2020. As expected from the trends on fuel and electricity consumption (foregoing sections), GHG emissions decreased at both OLDLM and Jwaneng Mine. The reduced CO₂ emission is attributed to the energy efficiency initiatives implemented at the operations as well as reduced production due to the Covid-19 pandemic.

	2016	2017	2018	2019	2020
Jwaneng	537,880.49	482,924.10	474,122.39	436,131.18	373,913.36
OLDLM	309,539.17	376,636.24	378,649.38	433,108.55	368,779.17
Total	847,419.66	859,560.34	852,771.77	869,239.73	742,692.53

Note 1: The emissions data in the table are Scope 1 and 2

Table 5: Total CO₂ Emissions at Debswana operations (tCO₂ Eqv)

Water Use

Mining is a water intensive process and water is a key input for mining and processing operations. Total Debswana operational water consumption for the year amounted to 22.67 Mm³ (2019:19.82Mm³). Jwaneng Mine consumed 11.51 Mm³ (2019:11.63 Mm³) while OLDLM consumed 11.16 Mm³ (2019: 8.31 Mm³).

Commentary: Water sources for the Jwaneng Mine??? Please indicate how much water was drawn from each source (see table titled "Water Use at OLDLM operations (million m³)" below

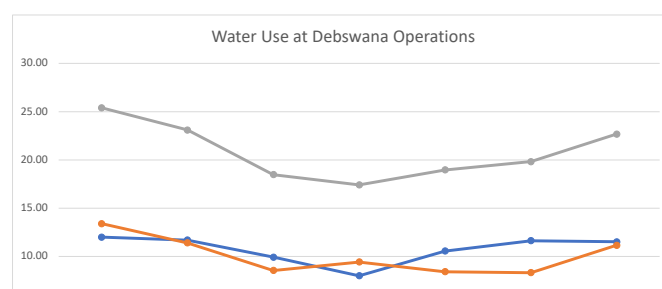


Figure 15: Water Use at Debswana Operations

Jwaneng Mine

Water Use

In the context of the Debswana Water Strategy and SHE Policies, Jwaneng Mine has assessed its operations' impacts on the shared and already scarce water resources (i.e. the ecosystem, other water users like farmers and the community, and the Mine itself). The Mine uses this information to ensure effective water management.

Some of the management strategies that were drivers for 2020 performance include;

- Storm water harvesting project. The project established storm water dams at strategic points and water from the dams is pulled back into the system to reduce pressure on the shared resource. Storm water harvesting contributed 10,026 m³ (about 23%) of total water usage at the Jwaneng mine.
- Thickener optimization. Improving coagulation reduces the amount of water being sent to the slimes dams

as slurry, greatly minimising water losses through evaporation at the slimes dams. This contributed 6,817 m³ (about 46%) to the total water requirements at the mine

- Return water reticulation system.
- Anglo American Water Management Standards. In 2019 the Mine conducted a gap assessment against the Anglo American Water Management Standard and developed an action plan to address the gaps.
- Re-using wastewater from the Jwaneng Township Wastewater Facility. This initiative commenced in 2018 and contributes to water used for processing, thus reducing the amount of water drawn from the wellfield. No recycled water from the Mine Wastewater Facility was re-used in 2020 (2019: 79,777 m³) but its use normally amounts to 3% of total mine water use.

A summary of the contributions of the various water sources to the mine water requirements in 2020 are presented in Table 12.

Water Supply	M3/day	Comment
Wellfield	28,695	Accounts for 68% of the total water supply to the mine
Dewatering	2,346	Accounts for 6% of the total water sources
Rainfall-Runoff	10,026	Make up 23% of the total water sources
Sewage Plant Treated Wastewater	0	When used, amounts to 3% of current water sources
Slimes Return	6,817	Recovery on slimes dams is 46%

A multi-disciplinary water management structure has been set up comprising Hydrogeologists, Process Engineers, Mining Engineers, Engineering and the Environment Team to drive implementation of programmes to realise the commitment to water management. The team is responsible for identifying gaps and for developing, tracking and reporting on implementation of water management strategies aimed at reducing dependence on raw water. This has allowed the Mine to stay within abstraction limits.

Jwaneng Mine consumed 10.9 million m³ (Mm³) for 2020 (2019:10.9 Mm³). There was no change in total water use at the Jwaneng Mine from the previous year.

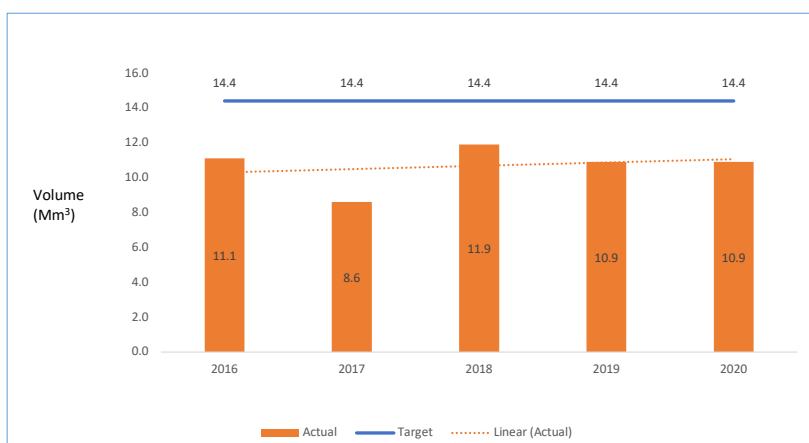


Figure 16: Jwaneng Mine water use



Water efficiency

In 2019 the Mine's water efficiency target was 0.53m³/t and the actual performance for the year was 0.47m³/t, which represents a 4% improvement against 2018.

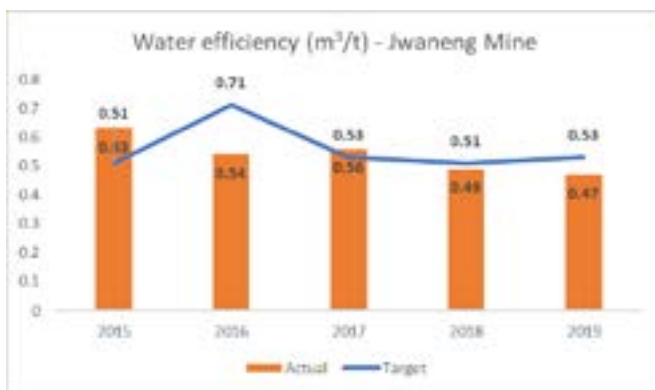


Figure 17: Jwaneng Mine Water Efficiency

OLDM

In 2019, the total volume of water withdrawn from wellfields and dewatering boreholes was 13.6 Mm³ and rainwater directly collected and stored by the organization was 0.8Mm³ and 6.8Mm³ respectively.

The overall water targets for OLDM for 2019 were 0.63m³ raw water consumed per tonne and 0.93 m³ total water consumed per tonne. These targets were met for OLDM overall. For specific plants the water performance targets for Orapa Mine Plant 1, Orapa Mine Plant 2, Letlhakane raw water consumed per ton treated and OLDM (overall) were met while water performance targets were not met for Damtshaa Mine (both) and Letlhakane total water consumed per ton treated. The below table summarizes performance against targets.

Water Use at OLDM operations (million m3)

Facilities	Raw water consumed per ton treated (TARGET)	Raw water consumed per ton treated (ACTUAL)	Total water consumed per ton treated (TARGET)	Total water consumed per ton treated (ACTUAL)
Orapa Mine Plant 1	0.55	0.35	0.55	0.35
Orapa Mine Plant 2	0.80	0.73	1.40	1.19
Damtshaa Mine	0.35	0.61	0.50	0.88
Letlhakane Treatment Plant	0.40	0.31	0.45	0.53
OLDM (overall)	0.63	0.55	0.93	0.82

OLDM has strategic water management initiatives that support global best practice in integrated water resource management and ensure efficient and sustainable supply use of water at all operations. This is achieved by ensuring:

1. Overall reduction in raw water per cubic meter of ore processed by providing water conservation, demand management, water reduction, water use and water efficiency.
2. Fostering and ensuring sustainable and adequate supply of water for all.
3. Buffering operations against external water demand.
4. Rising costs and potential climate change.

Water data is collated following Sustainability Assurance Procedure and specific operational procedures. Data presented has been verified internally and availed for third party verification for evaluation of performance against target.



BIODIVERSITY

JWANENG MINE

Debswana Jwaneng Mine is committed to protecting biological diversity and ensuring the survival of plant and animal species, genetic diversity, and natural ecosystem biodiversity. This commitment to biodiversity is entrenched in both the corporate and operational SHE policies and has been integrated into the business strategy.

The mine operates Jwana Game Park, which is not sited as a protected area but is a private game park. The Park is home to a variety of flora and fauna species and is one of the Debswana biodiversity resources under Jwaneng mine's stewardship. The existence of Jwana Game Park which is a 15 090ha piece of land has assisted in natural restoration of the area which was an already a degraded area from past arable farming activities in the area. When the mine set up. In 2020, Jwaneng Mine embarked on an exercise to review the Jwaneng Mine Biodiversity Action Plan (BAP) in order to align it to the requirements of the new Anglo American Biodiversity Standard, the TSM requirements, Mine Closure vision and strategic objectives of the business. It also targeted closure of gaps identified during the review of the implementation of the 2015 BAP and the 2019 end year TSM audit findings.

Stakeholder engagements with Communities of Interest (COI) were conducted to solicit views and inputs into the revised BAP. The outcome of this exercise is the revised Biodiversity Action Plan which runs from 2021 up to 2024 when it will be due for another review.

As part of the Building Forever Strategy Jwaneng Mine continued to embark on efforts to strengthen stakeholder relations between government, communities, and private

game ranches in order to support the biodiversity conservation footprint in Botswana. Through these partnerships, Jwaneng Mine donated 50 Elands and 50 Gemsboks to Dithopo Game Ranch in February 2020. The mine also approved support to restock some government aided community ranches one being the Motlhware Community Development Trust being assisted to set up by the Department of Wildlife and National Parks (DWNP) Molepolole office. The mine also under the Biodiversity Management programme donated 70 animal hides to 15 economically disadvantaged individual trophy dealers within ZOI.

In 2020, the Mine recorded a total of one thousand six hundred and eighty-one (1681) individual visitors and one hundred and eighty-nine (189) group visitors to the Park. For accessing the game, the procedure requires that bookings be made through the Biodiversity Conservation Officials at (+267) 5884363. The game park opens at 0600 hours and closes at 1900 hours daily





Management of the Orapa Game Park

OLDM has adopted other biodiversity requirements by participating in best practice organisations such as International Council for Mining and Metals (ICMM) acts as a catalyst for performance improvement in the mining and metals industry, Mining Association of Canada's Towards Sustainable Mining (TSM) and Responsible Jewellery Council (RJC), amongst others.

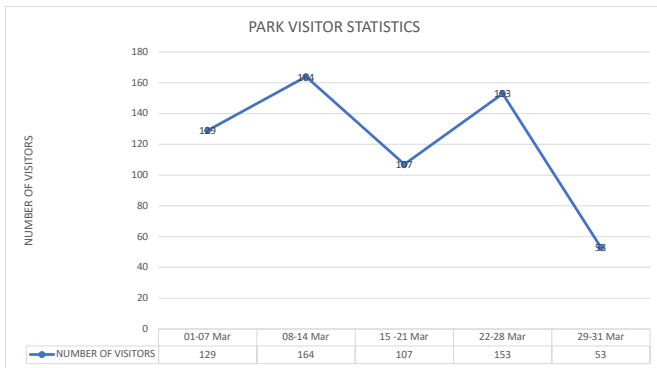
The Anglo biodiversity Standard of 2020 defines the minimum requirements to manage biodiversity in all phases of Anglo American's operations to achieve Net Positive Impact (NPI) and maximise contributions to biodiversity to achieve positive outcomes wherever we operate.

The above calls for engagement with all stakeholders in ensuring that OLDM attains its closure vision that "aims to facilitate a sustainable, safe, non-polluting and socially acceptable post closure land use through transparent and comprehensive consultation with stakeholders. The aim is to maximize socio economic opportunities, which will endure beyond the life of the mine".

To this end, OLDM has embraced tools such as the Biodiversity Management Plan (BMP), previously called the Biodiversity Action Plan and the Reserve Management Strategy, which seek to address biodiversity objectives that adhere to Debswana's environmental policy. Both documents are under final review after the set period of 3 and five years. New documents will be in place by year end, 2021.

During the period under review, OLDM, in partnership with stakeholders, facilitated the translocation of high value species for the good of conservation, the nation and international biodiversity efforts. Through partnership with BirdLife Botswana, OLDM contributes bi-annually to the bird status report through monitoring protocols and shared avian data.

Community members were allowed free access into the Orapa Game Park (OGP) to allow them appreciate the efforts undertaken by the company in its contribution to biodiversity management. The figures below attest to such visits in Q1 2020. Due to Covid 19 restrictions, the park was closed as a way of complying to laid down protocols.



Significant impacts of activities, products, and services on biodiversity

The nature of significant direct and indirect impacts on biodiversity is assessed as part of the aspects and impacts assessment process for OLD M. The significant direct/indirect impacts included in the assessment report are the impacts on Hoodia plants, poaching of Rhino protected species and preservation of lappet faced vultures.

Habitats Protected or Restored

Hoodia Transplant Project

At OLD M, hoodia plants were relocated from Damtshaa Mine and trans-planted in Orapa Game Park. EHES Consultant Services did an assessment prior to the relocation. Hoodia falls within the IUCN Red List and is therefore included in the national biodiversity action plan as one of the floral species that has to be protected.

Land Restoration Project

OLD M contributed to land restoration to the extended area, measuring 28, 328 hectares, which started by engagement with the community in 2016. The land which for so many years was occupied by community members, resulted in the land being over grazed by their livestock. Through mutual agreement, the community were relocated to another area, together with their livestock. In 2017-2018, the area was fenced off to protect the land from further destruction. This was done in order to promote biodiversity and ecosystem re-establishment. Fencing around the area improved biodiversity in a way that the forest or vegetation structure recovered fully within a year after fencing. The new fenced area includes a large Pan, which attracts an array of bird species during the wet season. A few species of flora and fauna have covered the area, which has resulted in a few sightings of new bird species, notable ones include flamingos, vultures on nests, the lapped-faced vultures and some few others. In 2020, a few wild animals were restocked in the area, including the Zebra, Eland, Kudu and Impala. The animals are few to avoid overgrazing and that biodiversity is managed through best practice.



Above: animal stocking in the extended area.

Rhino Tracking Project

This project was commenced in 2019 and continues into 2020 with the objective to have a system that allows for real time monitoring and tracking of wildlife through:

- Proactive management and prevention of poaching
- Health and condition monitoring with the ability to predict certain health / stress condition of animals based on patterns shown
- Real-time animal monitoring to improve survival by dispatching rangers to areas of concern (Control Centre).
- Genetic modelling of individual animals, and the herd in its entirety in order to assist repopulation





Species of Global and National Conservation Status

A total of 56 mammal species on the IUCN Red List are confirmed to occur in Orapa Game Park (OGP). Significantly, these include the Key 2 population of Southern White rhinoceros *Ceratotherium simum* and the occurrence of a small population of Cape hare *Lepus capensis* on the edges of Orapa Pan. There are 333 bird species listed for OGP and surrounding areas in a recent Birdlife Botswana report. This includes a number of vulture species that are globally under threat, including a significant white back vulture *Gyps africanus* colony breeding in the eastern buffer zone on trees and the main powerline between Orapa and Damtshaa. Three bird species that occur in the area are classified as “Near Threatened” on the 2013 IUCN Red List, namely the Kori Bustard *Ardeotis kori*, the Bateleur eagle *Terathopius ecaudatus* and the Denham’s bustard *Neotis denhami*. There are 78 reptile and amphibian species listed for OGP, 9 species of scorpion and 150 insect species. This is 2019 update. Anything to add? Still relevant?

Biodiversity Management Public Disclosure and Reporting

During the reporting period feedback on the implementation of the Biodiversity Management Programme was given to communities within the zone of influence, including a conservation education programme and information about the protection of endangered species. The communities requested for more time to be allocated at future community engagement sessions for feedback, which will be built into the planning for 2020 engagement and feedback sessions. Feedback on the protection of endangered species was also presented at the 2019 Rhino Committee meeting where the work done on rhino conservation was appreciated. This is 2019 update. Anything to add? Still relevant?



MINE CLOSURE

The organization's mine closure liability is currently at BWP4.6 billion. The vision is to fully integrate closure into business processes and implementation of closure plans to reduce the liability. The proposed solution is to develop a mine closure ecosystem and digitalize the closure processes through systems thinking approach with components as listed below.

1. Dynamic and visual closure model
 - Capability to integrate with existing systems
 - Visual changes in landscape, structures
 - Closure cost liability calculator
2. Closure cost calculation guideline
3. SBP integration template
4. Integration of closure into organizational planning (including H2).

The funds set aside for closure and rehabilitation have traditionally been part of operating funds. Beginning in 2018 a separate account was established to ringfence the closure fund to meet the requirements of the amended Mines and Minerals Act. The notarial deed of trust for the establishment of Debswana Mine Rehabilitation Trust is still being considered by the High Court. Parallel to this, procurement of banking services to house the rehabilitation fund is ongoing. This will separate funds set aside for closure and rehabilitation from operating cash and these funds will not be accessible for operational expenditure.

Mine Closure Performance

A Proof of Concept (PoC) has been developed to demonstrate potential for a fully-fledged digitalized closure.

Jwaneng Mine Closure Plan has started integration of closure plan into business processes through setting up mine closure implementation team and providing financial resources for implementing the plans. Other focus areas included closure of knowledge gaps, update of closure liability for 2020, development of a procedure for estimating closure liability, review of the closure plan to align to Mine Closure Toolbox V3 and feasibility studies for implementing identified closure liability projects. OLD M has rehabilitated 30ha of disturbed land. The same land area was rehabilitated in 2019. The rehabilitation entailed waste rock dump reshaping of affected area to an approved angle of 14 – 21 degrees and placement of waste rock material around the slurry dam wall.

100% Implementation of the 2020 Closure and Rehabilitation plan was achieved. The focus areas were achievements of

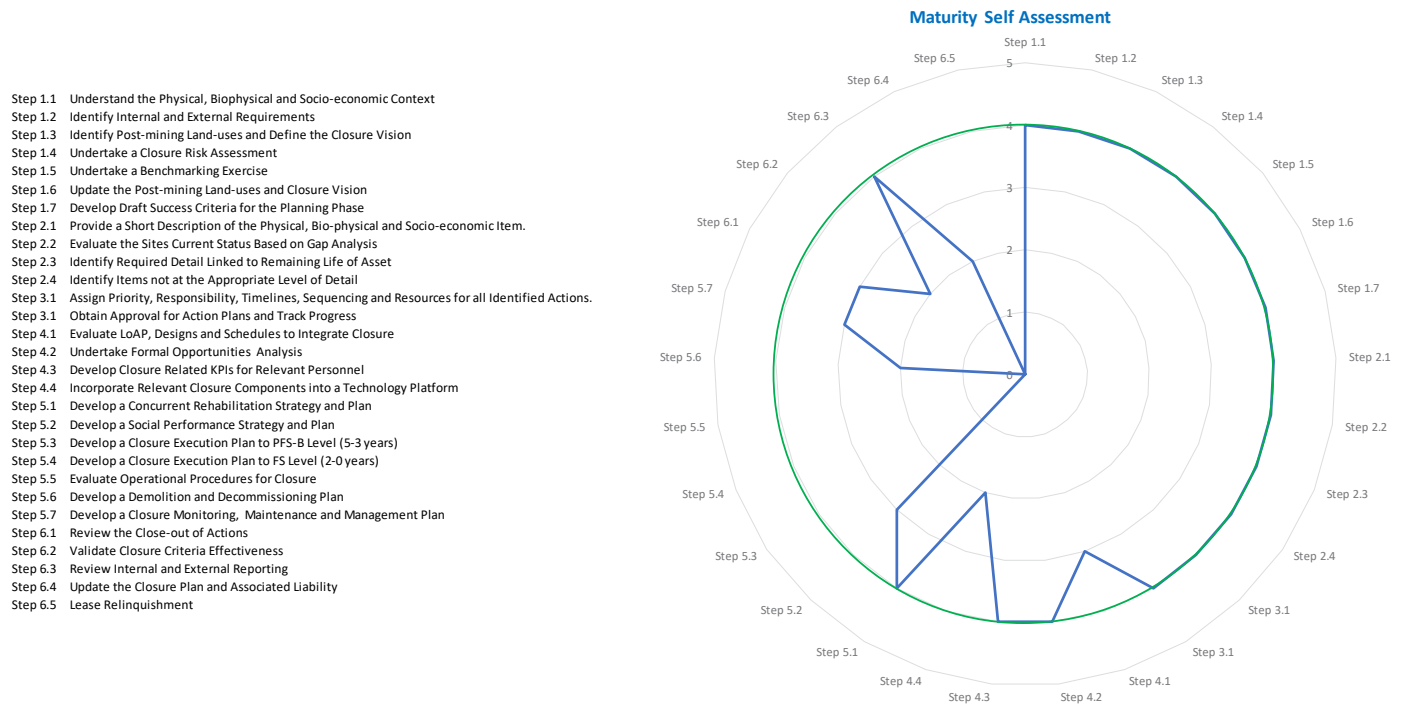
set targets for the Slurry dam buttressing, waste rock dumps rehabilitation trials, closure of knowledge gaps, update of closure liability for 2020, development of a procedure for estimating closure liability, review of the closure plan to align to Mine Closure Toolbox V3 and feasibility studies for implementing identified closure liability projects. It is key to note that the toolbox has been produced for use by AA operations to guide the development and execution of mine closure plans that are aligned with the Group Technical Standard. It is therefore envisaged that the Toolbox will be used broadly across an operation but should provide specific assistance in the areas of mine planning, environmental management, social management, human resources, health impacts on employees, their dependents, and on the surrounding communities, and financial provision for closure, hence the ongoing review and alignment process. It is therefore expected that the Closure liability estimates shall be supported by a Bill of Materials with consistent with the remaining Life of Assets (LoA) as per the Mine Closure Toolkit (MCT) requirements. The successful completion of the trials will assure the set criteria, support ecological stability and long term vegetation growth and reduce the overall mine closure liability.

OLD M developed invasive management programmes for their three operations, with a special focus on the topsoil stockpiles to show their commitment to the alignment of Debswana to IFC Performance Standards in managing Environmental and Social Impacts. Invasive species means alien species which becomes established in natural or semi-natural ecosystems or habitat, is an agent of change and threatens native biological diversity. AIPs can be a significant management concern, with the potential to change ecosystem services thus influence the long-term ecological and economic productivity of land hence the requirement to ensure that we clear all such species and maintain all affected areas from regrowth. The roll out of this plan will commence in 2021.

Anglo American (AA) has a diverse portfolio of operations located around the globe across a broad range of geographies and commodities. The cornerstone of mine closure planning and execution in AA has been the Mine Closure Toolbox (MCT) originally released in 2007 with a current Version 3 having been released in 2019. In 2015, AA released the Integrated Closure Planning System (ICPS) that provided further guidance to encourage integrated mine closure planning. The ICPS has been implemented in OLD M with focus on the opportunities identified. ICPS has now been incorporated into the Mine Closure Toolbox V3 and is a part of the ongoing reviews.

In 2020, the operations conducted maturity assessments against the MCT V3 across 6 tools as indicated below figure. The maturity assessment has a rating of 1 to 5 which are:

Maturity level 1 – Innocence, 2 – Awareness, 3 – Understanding, 4 – Competence and 5 – Excellence.



Note: Zero score for 5.3, 5.4, 5.5 and 6.5 means they are not currently relevant due to remaining LoA

Figure 18: MCT V3 Maturity Assessment for OLD M

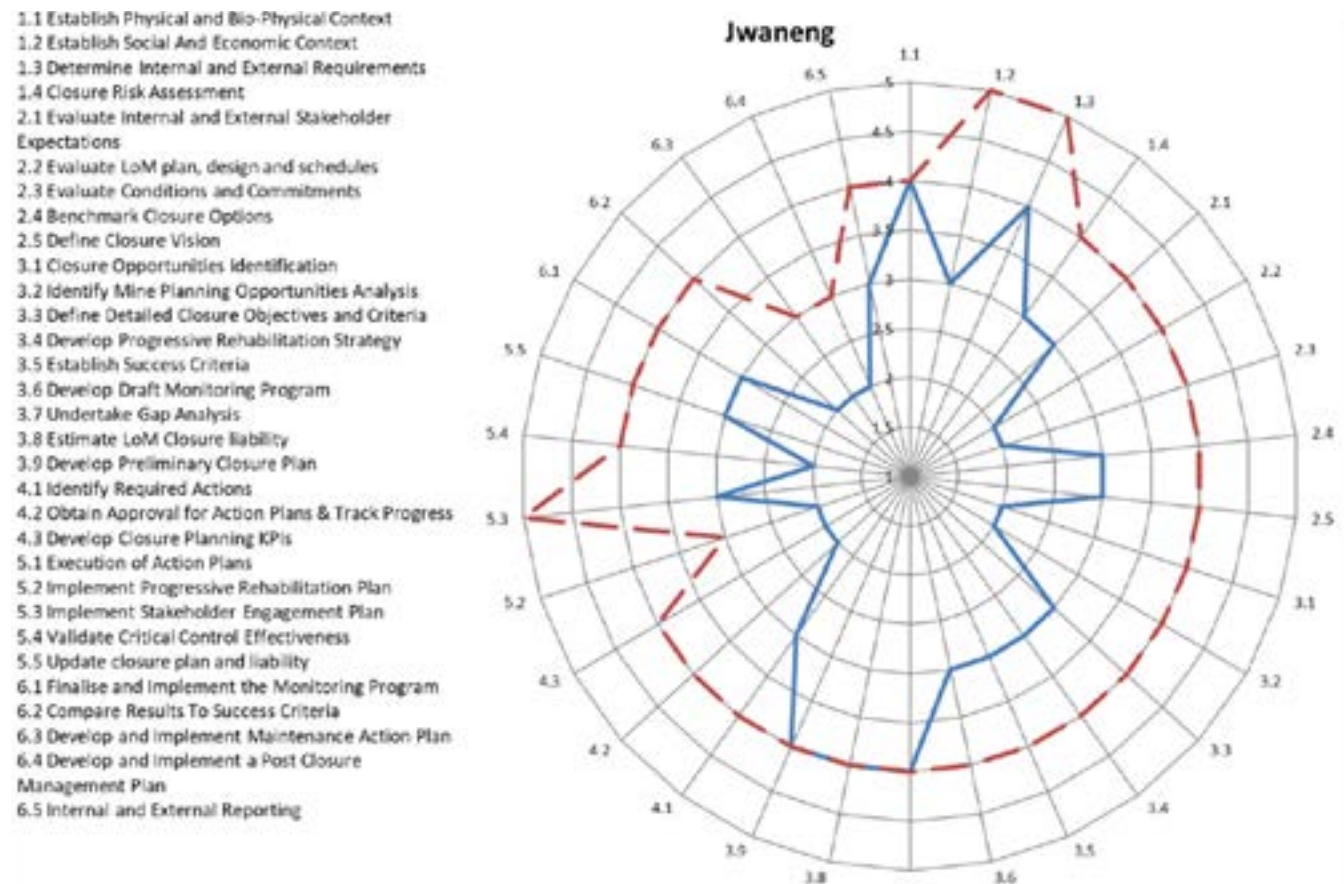


Figure 19: ICPS Maturity Assessment for Jwaneng

Acronyms

Acronym	Full name
CEEP	Citizen Economic Empowerment Policy
COHSASA	Council for Health Services Accreditation of Southern Africa
CRD	Collaborative Regional Development
CSI	Corporate Social Investment
DCC	Debswana Corporate Centre
ECOHS	Environment, Community and Occupational Health and Safety
EMS	Environmental Management System
EoF	Elimination of fatalities
Eqv	Equivalent
FRCS	Fatal Risk Control Standards
GHG	Greenhouse Gas
GM	General Manager
GRB	Government of the Republic of Botswana
GRI	Global Reporting Initiative
GWh	Giga Watt hour
kWh	Kilowatt hour
LMS	Learning Management System
LoM	Life of Mine
m ³	cubic meter
NCD	Non-Communicable Diseases
ODOT	One Dream One Team
OEM	Original Equipment Manufacturer
OLDM	Orapa, Letlhakane and Damtshaa Mines
OTBT	Orapa Today Boteti Tomorrow
SDG	Sustainable Development Goal
SED	Social Economic Development
SHE	Safety, Health & Environment
SMME	Small, Medium and Micro-sized Enterprise
SRC	Sustainability Resource Centre
STRYDE	Strengthening Youth Development Through Enterprise
TKPL	Total kilowatt per litre
TRIFR	Total Recordable Injury Frequency Rate
TSM	Towards Sustainable Mining
VDC	Village Development Committee
VET	Vocational Education & Training
VHC	Village Health Committee

GRI content index

Debswana 2019 GRI Content Index

This GRI Content Index is a supplement to Debswana's 2019 Report to Stakeholders, which is available at www.debswana.com

The table references the GRI's General Disclosures, Management Approach Disclosures and topic-specific disclosures for the relevant material topics reported. The Group's sustainability information has been prepared and is presented in accordance with the GRI Standards "Core" application level and its Mining and Metals Sector Disclosures. While not all data points in the material topics are currently reported, we are continuously improving our data collection and reporting processes, and future reports will more fully address the required information.

GRI 102: General Disclosures			
Disclosure Number	Disclosure Title	Description	Reference
102-1	Name of the organization	Name of the organization	Debswana Diamond Company (Pty) Limited (Page 6)
102-2	Activities, brands, products and services	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	Debswana in 2019 (page 4) None of our products and services are banned in any markets.
102-3	Location of headquarters	Location of the organization's headquarters.	Gaborone, Botswana
102-4	Location of operations	Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	Debswana operates in Botswana only.
102-5	Ownership and legal form	Nature of ownership and legal form.	Debswana in 2019 (page 4)
102-6	Markets served	Markets served, including: i. geographic locations where products and services are offered ii. sectors served; iii. types of customers and beneficiaries.	Debswana in 2019 (page 4)
102-7	Scale of the organization	Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided. broken down in terms of debt and equity; v. quantity of products or services provided.	Debswana in 2019 (page 4) Performance overview (page 7) Operational performance (page 27)

GRI 102: General Disclosures

Disclosure Number	Disclosure Title	Description	Reference
102-8	Information on employees and other workers	a. Total number of employees by employment contract (permanent and temporary), by gender. b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender. d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made.	Our employees (page 32-36) The employee data is compiled from the Human Resources system and represents the workforce as at 31 December 2019. There are no significant seasonal variations in workforce numbers.
102-9	Supply chain	a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.	The diamond value chain (page 15)
102-10	Significant changes to the organization and its supply chain	Significant changes to the organization's size, structure, ownership, or supply chain, including: i. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions; ii. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.	There were no significant changes to Debswana's size, structure, ownership or supply chain during the year to 31 December 2019.
102-11	Precautionary Principle or approach	Whether and how the organization applies the Precautionary Principle or approach.	About this report (page 6)
102-12	External initiatives	A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	About this report (page 6) Our approach to sustainability (page 19-27)
102-13	Membership of associations	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.	About this report (page 6)
102-14	Statement from senior decision-maker	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	Statement by the Debswana Board Chairman (page 8-9)
102-16	Values, principles, standards, and norms of behaviour	A description of the organization's values, principles, standards, and norms of behaviour.	Debswana in 2019 (page 4-5)
102-18	Governance structure	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.	Governance (page 16-18) The Sustainability Committee monitors and evaluates all aspects of the Company's sustainability performance.
102-40	List of stakeholder groups	a. A list of stakeholder groups engaged by the organization.	Stakeholder engagement (page 24-26)
102-41	Collective bargaining agreements	a. Percentage of total employees covered by collective bargaining agreements.	XX% of Debswana employees are covered by a collective bargaining agreement with The Botswana Mine Workers Union.
102-42	Identifying and selecting stakeholders	a. The basis for identifying and selecting stakeholders with whom to engage.	Stakeholder engagement (page 24-26)
102-43	Approach to stakeholder engagement	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Stakeholder engagement (page 24-26)

GRI 102: General Disclosures			
Disclosure Number	Disclosure Title	Description	Reference
102-43	Approach to stakeholder engagement	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Stakeholder engagement (page 24-26)
102-44	Key topics and concerns raised	a. Key topics and concerns that have been raised through stakeholder engagement, including: i. how the organization has responded to those key topics and concerns, including through its reporting; ii. the stakeholder groups that raised each of the key topics and concerns.	Stakeholder engagement (page 24)
102-45	Entities included in the consolidated financial statements	a. A list of all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	About this report (page 6) The sustainability information reported covers all entities included in the financial reporting.
102-46	Defining report content and topic Boundaries	a. An explanation of the process for defining the report content and the topic Boundaries. b. An explanation of how the organization has implemented the Reporting Principles for defining report content.	About this report (page 6) Debswana implemented the GRI Reporting Principles as follows: Stakeholder inclusiveness – Stakeholder engagement (pages 24 to 26) Sustainability context – Our approach to sustainability (pages 19 to 27) and the introduction to the Focus Areas Materiality – Material topics (page 23) Completeness – We believe that this report covers all matters material to Debswana for the year to 31 December 2019.
102-47	List of material topics	a. A list of the material topics identified in the process for defining report content.	Material topics (page 23) This index
102-48	Restatements of information	a. The effect of any restatements of information given in previous reports, and the reasons for such restatements.	There were no material restatements of information provided in previous reports
102-49	Changes in reporting	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	There were no changes to topic Boundaries and the material topics from last year's report remain relevant for this reporting period
102-50	Reporting period	a. Reporting period for the information provided.	12 months to 31 December 2019
102-51	Date of most recent report	a. If applicable, the date of the most recent previous report.	31 December 2018
102-52	Reporting cycle	a. Reporting cycle.	Annual
102-53	Contact point for questions regarding the report	a. The contact point for questions regarding the report or its contents.	About this report (page 6)
102-54	Claims of reporting in accordance with the GRI Standards	a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards.	About this report (page 6) The introduction to this table
102-55	GRI content index	a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. b. For each disclosure, the content index shall include: i. the number of the disclosure (for disclosures covered by the GRI Standards); ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made. iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.	This table
102-56	External assurance	a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; ii. The relationship between the organization and the assurance provider; iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.	Assurance is not provided over the Debswana 2019 RTS, but key sustainability risks are assured by internal and external assurance providers, as shown in the table on page 22 [link to table in Our approach to sustainability]

GRI 200: Economic			
Disclosure Number	Disclosure Title	Description	Reference
203	Indirect Economic Impacts	<p>Management approach disclosures</p> <p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Our communities (page 38-55)
203-1	Infrastructure investments and services supported	<p>a. Extent of development of significant infrastructure investments and services supported.</p> <p>b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.</p> <p>c. Whether these investments and services are commercial, in-kind, or pro bono engagements.</p>	Our communities (page 44-45)
203-2	Significant indirect economic impacts	<p>a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts.</p> <p>b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.</p>	<p>The strategic focus areas of Debswana's CSI are informed by the shareholders' priorities for social investment, National Vision 2036 and the United Nations Sustainable Development Goals.</p> <p>Examples of significant indirect economic impacts include:</p> <ul style="list-style-type: none"> - Skills development programs to develop transferable skills in the potential labor force to enable community members to access diverse jobs, stimulating economic growth and employment in communities (page 43-45). - Debswana is one of Botswana's largest private sector employers and major part of the country's economy. - Our procurement policies support the goals of Botswana's Citizen Economic Empowerment (CEE) Policy and the Economic Diversification Drive (EDD) to enhance participation of local enterprises in the economy and ensure that Botswana participate meaningfully in the development of the economy (page XX). - While Debswana's water management strategy aims to ensure effective water management and stay within abstraction limits, the water withdrawn by our operations impacts shared and scarce water resources, which may impact other users and surrounding ecosystems.
204	Procurement practices	<p>Management approach disclosures</p> <p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Local procurement (page 39-40)
204-1	Proportion of spending on local suppliers	<p>a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally).</p> <p>b. The organization's geographical definition of 'local'.</p> <p>c. The definition used for 'significant locations of operation'.</p>	Local procurement (page 39-40)
205	Anti-corruption	<p>Management approach disclosures</p> <p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Governance (page 17-18)
205-3	Confirmed incidents of corruption and actions taken	<p>a. Total number and nature of confirmed incidents of corruption.</p> <p>b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.</p> <p>c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.</p> <p>d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.</p>	There were no confirmed incidents of corruption reported at Debswana operations in 2019.

GRI 200: Economic			
Disclosure Number	Disclosure Title	Description	Reference
206	Anti-competitive behavior	<p>Management approach disclosures</p> <p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Governance (page 17-18)
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<p>a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.</p> <p>b. Main outcomes of completed legal actions, including any decisions or judgments.</p>	There were no legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation against Debswana in 2019.

GRI 300: Environmental			
Disclosure Number	Disclosure Title	Description	Reference
302	Energy	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Our natural environment (page 57-61)
302-1	Energy consumption within the organization	<p>a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used.</p> <p>b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used.</p> <p>c. In joules, watt-hours or multiples, the total:</p> <ul style="list-style-type: none"> i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption <p>d. In joules, watt-hours or multiples, the total:</p> <ul style="list-style-type: none"> i. electricity sold ii. heating sold iii. cooling sold iv. steam sold <p>e. Total energy consumption within the organization, in joules or multiples.</p> <p>f. Standards, methodologies, assumptions, and/or calculation tools used.</p> <p>g. Source of the conversion factors used.</p>	<p>Energy use and carbon emissions (page 57-61)</p> <p>Debswana currently does not use fuel from renewable sources.</p> <p>Energy use and carbon emissions (page 57-61)</p> <p>Debswana does not sell any electricity, heating, cooling or steam</p>
302-3	Energy intensity	<p>a. Energy intensity ratio for the organization.</p> <p>b. Organization-specific metric (the denominator) chosen to calculate the ratio.</p> <p>c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.</p> <p>d. Whether the ratio uses energy consumption within the organization, outside of it, or both.</p>	Energy use and carbon emissions (page 57-61)
303	Water	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Our natural environment (page 61-63)

GRI 300: Environmental			
Disclosure Number	Disclosure Title	Description	Reference
305	Emissions	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Our natural environment (page 57-61)
305-1	Direct (Scope 1) GHG emissions	<p>a. Gross direct (Scope 1) GHG emissions in metric tons of CO₂ equivalent.</p> <p>b. Gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>c. Biogenic CO₂ emissions in metric tons of CO₂ equivalent.</p> <p>d. Base year for the calculation, if applicable, including:</p> <p>i. the rationale for choosing it;</p> <p>ii. emissions in the base year;</p> <p>iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</p> <p>g. Standards, methodologies, assumptions, and/or calculation tools used.</p>	Energy use and carbon emissions (page 58-61)
305-2	Energy indirect (Scope 2) GHG emissions	<p>a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent.</p> <p>b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO₂ equivalent.</p> <p>c. If available, the gases included in the calculation; whether CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, or all.</p> <p>d. Base year for the calculation, if applicable, including:</p> <p>i. the rationale for choosing it;</p> <p>ii. emissions in the base year;</p> <p>iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</p> <p>g. Standards, methodologies, assumptions, and/or calculation tools used.</p>	Energy use and carbon emissions (page 58-61)

GRI 300: Environmental			
Disclosure Number	Disclosure Title	Description	Reference
303-1	Water withdrawal by source	<p>a. Total volume of water withdrawn (in Megalitres), with a breakdown by the following sources:</p> <ul style="list-style-type: none"> i. Surface water, including water from wetlands, rivers, lakes, and oceans; ii. Ground water; iii. Rainwater collected directly and stored by the organization; iv. Waste water from another organization; v. Municipal water supplies or other public or private water utilities <p>b. Standards, methodologies, and assumptions used.</p>	Water use (page 61-63)
303-3	Water recycled and reused	<p>a. Total volume of water recycled and reused by the organization (in Megalitres).</p> <p>b. Total volume of water recycled and reused as a percentage of the total water withdrawal as specified in Disclosure 303-1.</p> <p>c. Standards, methodologies, and assumptions used.</p>	<p>Water use (page 61-63)</p> <p>To be calculated once final data is available</p>
304	Biodiversity	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Our natural environment (page 56-69)
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<p>a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information:</p> <ul style="list-style-type: none"> i. Geographic location; ii. Subsurface and underground land that may be owned, leased, or managed by the organization; iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas; iv. Type of operation (office, manufacturing or production, or extractive); v. Size of operational site in km² (or another unit, if appropriate); vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem); vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation). 	Biodiversity (page 64-69)
304-2	Significant impacts of activities, products, and services on biodiversity	<p>The reporting organization shall report the following information:</p> <p>a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:</p> <ul style="list-style-type: none"> i. Construction or use of manufacturing plants, mines, and transport infrastructure; ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources); iii. Introduction of invasive species, pests, and pathogens; iv. Reduction of species; v. Habitat conversion; vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level). <p>b. Significant direct and indirect positive and negative impacts with reference to the following: i. Species affected; ii. Extent of areas impacted; iii. Duration of impacts; iv. Reversibility or irreversibility of the impacts.</p>	Biodiversity (page 64-69)

GRI 300: Environmental			
Disclosure Number	Disclosure Title	Description	Reference
305-3	Other indirect (Scope 3) GHG emissions	<p>a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent.</p> <p>b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.</p> <p>c. Biogenic CO2 emissions in metric tons of CO2 equivalent.</p> <p>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</p> <p>e. Base year for the calculation, if applicable, including:</p> <p>i. the rationale for choosing it;</p> <p>ii. emissions in the base year;</p> <p>iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>g. Standards, methodologies, assumptions, and/or calculation tools used.</p>	Energy use and carbon emissions (page 58-61)
307	Environmental compliance	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Governance (page 16-19)</p> <p>Our natural environment (page 56-69)</p>
307-1	Non-compliance with environmental laws and regulations	<p>a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:</p> <p>i. total monetary value of significant fines;</p> <p>ii. total number of non-monetary sanctions;</p> <p>iii. cases brought through dispute resolution mechanisms.</p> <p>b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.</p>	Debswana did not incur and significant fines or non-monetary sanctions for non-compliance with environmental laws and/or regulations in 2019.

GRI 300: Environmental			
Disclosure Number	Disclosure Title	Description	Reference
305-3	Other indirect (Scope 3) GHG emissions	<p>a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent.</p> <p>b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.</p> <p>c. Biogenic CO2 emissions in metric tons of CO2 equivalent.</p> <p>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</p> <p>e. Base year for the calculation, if applicable, including:</p> <p>i. the rationale for choosing it;</p> <p>ii. emissions in the base year;</p> <p>iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</p> <p>f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</p> <p>g. Standards, methodologies, assumptions, and/or calculation tools used.</p>	Energy use and carbon emissions (page 58-61)
307	Environmental compliance	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Governance (page 16-19)</p> <p>Our natural environment (page 56-69)</p>
307-1	Non-compliance with environmental laws and regulations	<p>a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:</p> <p>i. total monetary value of significant fines;</p> <p>ii. total number of non-monetary sanctions;</p> <p>iii. cases brought through dispute resolution mechanisms.</p> <p>b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.</p>	Debswana did not incur and significant fines or non-monetary sanctions for non-compliance with environmental laws and/or regulations in 2019.

GRI 400: Social			
Disclosure Number	Disclosure Title	Description	Reference
403	Occupational health and safety	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Health and safety (page 28-31)
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	<p>a. Types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by:</p> <ul style="list-style-type: none"> i. region; ii. gender. <p>b. Types of injury, injury rate (IR), and work-related fatalities, for all workers (excluding employees) whose work, or workplace, is controlled by the organization, with a breakdown by:</p> <ul style="list-style-type: none"> i. region; ii. gender. <p>c. The system of rules applied in recording and reporting accident statistics.</p>	Health and safety (page 28-31)
406	Non-discrimination	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	Governance (page 16-19)
406-1	Incidents of discrimination and corrective actions taken	<p>a. Total number of incidents of discrimination during the reporting period.</p> <p>b. Status of the incidents and actions taken with reference to the following:</p> <ul style="list-style-type: none"> i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action. 	There were no incidents of unfair discrimination reported at Debswana during 2019
411	Rights of indigenous peoples	<p>103-1 Explanation of the material topic and its Boundary</p> <p>103-2 The management approach and its components</p> <p>103-3 Evaluation of the management approach</p>	<p>Governance (page 16-19)</p> <p>Our communities (page 44-45)</p>

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Disclosure Number	Disclosure Title	Description	Reference
411-1	Incidents of violations involving rights of indigenous peoples	a. Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	There were no incidents of violations involving the rights of indigenous peoples identified during 2019
413	Local communities	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Our communities (page 44-45)
413-1	Operations with local community engagement, impact assessments, and development programs	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of: i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes.	Our communities (page 44-45) All Debswana operations have local community engagement and development programs in place, which include impact assessments.
413-2	Operations with significant actual and potential negative impacts on local communities	a. Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations.	Debswana complies with all environmental and social legal requirements, which include managing and minimizing as far as practically possible significant actual or potential negative impacts on local communities.
419	Socioeconomic compliance	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components 103-3 Evaluation of the management approach	Governance (page 16-19) Our communities (page 44-45)
419-1	Non-compliance with laws and regulations in the social and economic area	a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient. c. The context against which significant fines and non-monetary sanctions were incurred.	There were no significant fines and non-monetary sanctions for non-compliance with laws or regulations in the social and economic area in 2019.



