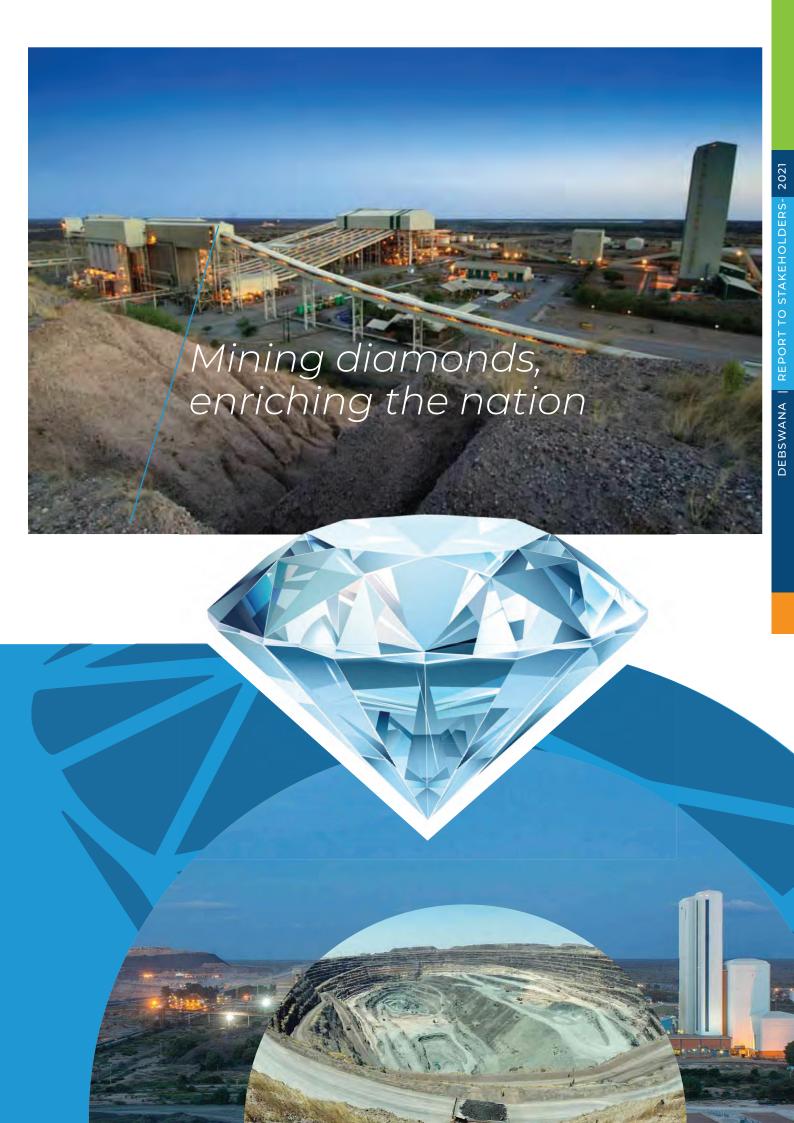


Mining diamonds, enriching the nation





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Debswana in 2021

Debswana Diamond Company (Pty) Limited (Debswana) is one of the world's foremost diamond producers by value and volume. Established in 1969, the company operates four diamond mines: Jwaneng, Orapa, Letlhakane and Damtshaa Mines and has a Corporate Centre in Gaborone. In the year to 31 December 2021, the company recovered 22.3 million carats (2020: 16.6 million carats) a 34% increase.

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.



Jwaneng

Mine

Debswana makes a significant contribution to the economy of Botswana, in terms domestic product, gross 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.

Orapa, Letlhakane and Damtshaa Mines are grouped together in the report under the acronym OLDM.

	Jwaneng	OLDM	Corporate Centre	Projects	Total
Headcount	2090	2575	259	626	5,550
Carats recovered	12.9	9.4	N/A	N/A	22.3

Mahalapye

Molepolole Mo

Gaborone







OUR PURPOSEMake Life Brilliant

OUR MISSION

We mine diamonds safely, optimally and responsibly

OUR VISION

To be a global bench-mark 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

This Report to Stakeholders (RTS) provides an overview of the company's activities and performance for the period 1 January to 31 December 2021 and the outlook for the year ahead. As a private company, Debswana Diamond Company does not publish its financial statements, although a performance overview is included on Page 0 4.

The information presented in this report is guided by the company's material sustainability issues, (Page 39-41), which were identified through a formal review, that included inputs from communities.

This is Debswana's fifth 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 and investments described on Page 01.

Debswana endorses and supports several international sustainability initiatives, including:

- The Mining Association of Canada's Towards Sustainable Mining (TSM) gramme, 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.
- The International Council on Mining and Metals (ICMM).
- · The United Nations Sustainable Development Goals (UN SDGs).

Debswana also applies the ISO 14001 (environmental management systems) and ISO 18001 (occupational health and safety systems) 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.

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Performance Overview

Operational performance

- 89.3 million tonnes treated (2020: 23.6 million tonnes)
- 22.3 million carats recovered (2020: 16.6 million carats)
- No loss of life incidents in 2021 (2020: 0)
- Total Recordable Injury Frequency Rate 0.10 (2020: 0.10)

Our people

- 5,550 employees (2020: 5,494)
- 22% female employees (2020: 23)
- 1,037 employees registered on the HIV programme (2020: 1,239)
- HIV/Aids mortality rate 1.0% (2020: 1.0%)

Social performance

- Social Way Score 93% (2020: 86%)
- Towards Sustainable Mining Score 121 'A' ratings (2020: 59)
- Corporate Social Investment spend P13 million (2020: P13.6 million)
- 37% of procurement spent with citizen-owned companies (2021: 35%)
- 80% community members used our mine hospitals (2021: 80%)



Environmental indicators —





water consumption at mining operations (2020: 22.4 million m³)





electricity consumption at mining operations (2020: 453.8 GWh)





diesel consumption at mining operations (2020: 85.5 thousand m³)



The economic uncertainty and unstable geopolitical environment noted in the 2020 Report to Stakeholders prevailed in 2021, headlined by mutations of COVID-19 variants. Delta variant was declared a concern by the World Health Organisation because of its increased transmissibility. Despite Debswana having introduced critical controls of global standard across all the sites, infection amongst staff grew exponentially as much as it did in our host communities. Our operations endured significant workforce unavailability, peaking at 65%, due to the high numbers of affected employees who were either hospitalised or in isolation. I am saddened to announce that the Company and its business partners lost forty-one (41) employees due to COVID-19.

As the pandemic evolved, we continued to honour our commitment to both our employees and communities through a number of interventions focused on protecting physical and mental health, lives and livelihoods. In May 2021, the Board approved a vaccine funding contribution to the Government of the Republic of Botswana (the Botswana Government) by Debswana, amounting to P25 million, which was the Company's share of a combined donation totalling P55 million in partnership with De Beers Group Sightholder Services and Diamond Trading Company Botswana (Pty) Limited. In September, Debswana made another contribution of P12.6 million to the Botswana Government, which was expended on the procurement of vaccines.

The Board is grateful for the close partnership and support that Debswana received from multiple organs of the Botswana Government, right from the Presidential COVID-19 Task Force to individual District Health Management Teams and all frontline workers. These interactions have no doubt laid a good foundation for similar committed partnerships to be leveraged across other areas of common national interest. In addition, the Board is grateful for the collaboration and various forms of support extended to Debswana's Management team in their effort to abate the severity of the pandemic on employees and the community.

The Board is pleased with the maintenance of Debswana's high safety performance indicators from 2019 to 2021 and that we closed three successive years with zero fatalities. This is an outstanding achievement that reflects the continued success of the various safety programmes we have implemented across the company to achieve Zero Harm, notably the Elimination of Fatalities Programme. We have set the bar high and we are obliged to maintain it as safety leaders, as per our 2024 Strategy.

Strategic Performance

When the World Health Organisation (WHO) declared COVID-19 a global pandemic in March 2020, Debswana had just launched and started implementation of the Debswana Strategy 2024 aptly themed "One Dream, One Team". As reported in the previous year, 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. Following the easing of COVID-19 movement restrictions and the embedding of pandemic prevention and response protocols across the business, a multi-disciplinary team (the Transformation Office) was constituted to develop various frameworks for the implementation of the transformational strategy in Quarter 3 of 2020. The coordination role of the Transformation Office led to the strategy approaching its mid-term at 40% of its timeline. Progress regarding most of its building blocks are already covered in the various sections of this report. The Big, Hairy and Audacious (BHAG) target of the strategy is to create P10 billion additional value to the business by 2024. In the period 2019 to 2021, P3.6116 billion of this targeted value has been realised and the balance will be pursued in the period 2022 to 2024.

Despite a number of challenges during the year under review, all key operational performance indicators were positive in 2021. Total tonnes moved increased by 21% from 109 million tonnes in 2020 to 132 million tonnes due to increased mining activity. Diamond production for the year increased by 35% from 16.6 million in the prior year to 22.3 million carats in response to improved market demand.

Revenue increased by 60%, while operating expenses rose 27% due to royalty expenses, which are linked to revenues. Operating expenses reduced by 17% and distributions paid to shareholders decreased by 45%.

Climate Change

The August 2021 report from the Inter-governmental Panel on Climate Change (IPCC) proved true the assertion made in 2008 by the former UN Secretary-General, Mr Ban Ki-moon, that climate change is a defining challenge of our era. The report has provided the most compelling evidence that climate change poses an existential threat to humanity. To address climate change throughout its value chain, Debswana has made commitments to be a leader in environmental stewardship. This commitment embraces a holistic set of ambitious goals, which are aligned to the UN's Sustainable Development Goals and the Paris Agreement. By 2030, we have set ourselves a target to reduce GHG emissions (Scopes 1 and 2) by 30% against a 2016 baseline; improve energy efficiency by

30%; achieve a 50% net reduction in freshwater abstraction in water scarce areas; and deliver net-positive impacts in biodiversity wherever we operate. To this end, climate change features in the Company's top risks, predominantly non-renewable energy usage. After careful examination of our energy supply and use, Debswana's Carbon Neutral Programme, which includes solar photovoltaic, wind power and energy storage technologies, has been developed to concretise action on the ground.

Governance

In the execution of its fiduciary duty, Debswana's twelve-member Board is assisted by four (4) committees, namely; the Audit Committee, Remuneration and Nominations Committee (REMCO), Technical Committee (TECHCO), and the Sustainability Committee. The Board is ultimately accountable for the Company's activities and, 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 and the Debswana Group ("the Group"). The Board meets four times a year.

Debswana continuously monitors developments in corporate governance best practice and adopts aspects relevant to its business and ownership circumstances. As 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.

Lynette Armstrong has continued as Debswana Acting Managing Director since her appointment in August 2019, having previously held the position of Chief Financial Officer for Debswana since December 2015. Lynette joined De Beers Group in 2002 as Business Manager – Exploration and I wish to pay tribute to her for her leadership, vision and dedication in steering and steadying the ship during the tumultuous and turbulent 2020 and 2021 for Debswana financial years.

During the year, the shareholders refreshed the composition of the Board to ensure its skills mix, experience and diversity are in sync aligned with the evolving business model and societal expectations. The changes were as follows:







Ms E L Richard-Madisa replaced Mr M Masire as Director and member of the Audit Committee, Sustainability Committee and **Remuneration and Nominations** Committee on 24 May 2021.



Ms E Peloetletse replaced Mr E M Magosi as Director and Board Chairperson on 07 June 2021.



Ms J N Roman was appointed as Director on 27 August 2021 in replacement of Ms A C Cormack.



Mr M D Pelaelo replaced Ms E L Richard-Madisa as a member of the Sustainability Committee on 24 August 2021

On behalf of the Board, I am delighted to welcome the new members to the Debswana Board. We look forward to benefiting from their insight and expertise, more especially in driving the newly launched Debswana Strategy 2024. In the same vein, I thank the outgoing members for their extensive contributions to the growth of the Company. Lastly, gender parity within the Board has improved to six (06) females against six (06) males.

Sadly, the Head of Human Resources, Ms Lebole Mpho Mokoto, passed away on 11th August 2021. May her soul rest in eternal peace.



The medical fraternity believes that the world has managed the COVID-19 storm, thanks to vaccines. However, I observe that threats still remain as new variants emerge that may not respond to the current vaccines are discovered. We will continue to focus on keeping employees and community members safe and encouraging vaccination at the earliest opportunity. Compounding the damage from the COVID-9 pandemic is the rising economic stresses and risks globally, mainly relating to the Russia-Ukraine conflict that escalated in December 2021. The war and resultant actions taken by governments continue to ripple through the business community with continued uncertainty across global supply networks for our product - diamonds.

According to the World Bank's Global Economic Prospects report, this raises the risk of stagflation, with potentially harmful consequences for middle- and low-income economies alike. Historically, when the global economy, particularly the economy of the United States of America USA, slows down and even goes into recession, sales of diamonds, as a luxury good, typically fall sharply. This played itself out in 2008/2009 during the global financial crisis, and again in 2020 during the height of the COVID-19 pandemic. We will continue to implement our Debswana Strategy 2024 to strive to achieve more with less and provide clear strategic priorities during these uncertain times. The focus of the dedicated Transformation Office that was established at the height of the COVID-19 pandemic will continue to focus on creating an enabling environment for disruptive thinking, driving innovation, and delivering bold change and transformation for a sustainable Debswana against the backdrop of a dynamic and volatile business environment.

Lastly, but most importantly, on behalf of the Board, I would like to thank the entire Debswana team for their continued resilience and commitment throughout the challenging year. Indeed, our people are critical to all that we do.

MANAGING DIRECTOR'S

STATEMENT



recorded a strong performance despite another year of COVID-19 related uncertainties. At the height of the Delta Variant severity between May and August 2021 the Company did its utmost to keep people safe and healthy while sustaining operations near capacity and keeping major capital projects on track for optimised stakeholder value. As we approach the mid-term review of the Debswana Strategy 2024, we are proud of the 40% strategy achievement, an indication that we are on course to achieve the Big, Hairy and Audacious Goal (BHAG) target of the strategy which is to release P10 billion of additional value to the business by 2024.

We also had to continue prioritising the safety and health of our people and sustainable environmental practices in our drive to achieve absolute Zero Harm.

Succession management remains a priority area and training and development are being transformed to accommodate digital learning platforms and promote self-study in line with new ways of learning. We continued to implement the restructured Corporate Social Investment (CSI) and other legacy projects as well as making progress on the journey to carbon neutrality by 2030.



Production Performance and Efficiencies

Debswana performed strongly despite the impact of COVID-19 which was evident in the first three quarters of the year under review. I present the main production indicators below:









increase

Total tonnes moved increased by 21% from 109 million tonnes in 2020 to 132 million tonnes due to increased mining activity.

increase

Diamond production for the year increased by 35% from 16.6 million in the prior year to 22.3 million carats as a response to improved market demand.

increase

Cost of sales was P10.4 billion compared to P9.5 billion (9% increase) in 2020 due to increased production.

increase

Operating expenses amounted to P4.8 billion compared to P3.8 billion in 2020, a 27% increase due to royalty expenses, which are linked to the revenue increase.



To unlock further value across the business, the focus from 2022 to the end of the strategic term will be on the revised Cut 9 business case, optimising Damtshaa Mine's business case, supply chain management value optimisation and the drive to revamp citizen economic empowerment impact, improving the overall engineering effectiveness, improvement of Orapa No. 2 Plant, the asset management improvement roadmap, realising additional overall efficiencies in mining and ore processing, as well as digital transformation. A detailed update on the major projects, Jwaneng Cut 9 and Orapa Cut 3, is presented below.

Major Projects (Horizon 2)

The Jwaneng Cut 9 Implementation Project commenced in March 2019 and is scheduled for completion in Quarter 3 of 2022. Although COVID-19 imposed challenges on the project during the year, these were minimised through proactive efforts by the project team. Achievements in 2021 included both technical and legacy deliverables, completion and hand-over of Maboane Clinic.

Other achievements included completion of 23 project packages for support infrastructure. Tenders for eight (8) packages were awarded and are still in progress. In Eight packages for drilling and geoscience works were handed over to the Jwaneng Mine Mineral Resource Management team to facilitate the optimal alignment of the related outcomes for a dynamic design philosophy.

The initial Cut 3 studies indicated a requirement for waste mining to commence in 2015, premised on total Debswana production of some 30 million carats per annum. However, post the 2008 market downturn, the Company's production levels were revised downwards to circa 25-27 million carats per annum. Due to changes in the market, further studies indicated that the start date for Cut 3 could be pushed out to 2019, and this date was accordingly revised.

When Jwaneng Cut 9 waste mining commenced in 2019 a concern was raised about Debswana's funding and execution ability to run the two major projects concurrently. However, the market downturn of 2015/2016 presented an opportunity to delay the start of Cut 3 to 2021, which allowed the timing of these major projects to be spaced out. The outcomes of the 2021 Resource Development Plan update indicated a further opportunity to defer Cut 3 to 2027.



Building Forever Programme

Diamonds share a special bond with everyone who depends on them for their livelihood. As a major global diamond producer, Debswana is acutely aware of the obligations that such standing requires of the Company. Accordingly, Debswana continued to implement the Building Forever programme, medium- to long-term plan developed in collaboration with the Shareholders.

Both Making Life Brilliant and Building Forever are sustainability imperatives by Debswana in pursuit of a profound legacy impact from diamonds. Building Forever focuses on six pillars: Elimination of Fatalities (EoF); Protecting the Natural World; People; Partnerships for Thriving Communities; Standing with Women, Girls and People With Disabilities; and Trusted Corporate Leader. These are aligned with the Debswana Strategy 2024. Progress updates on the implementation in these areas are provided throughout this report.

Debswana subscribes to the philosophy that its entrepreneurial success should be underpinned by social and economic responsibility. In pursuit of this, in addition to the CSI activities mentioned earlier, the company continues to contribute towards local enterprise development through its Citizen Economic Empowerment Programme, (CEEP), whose overarching objective is to enhance access to Debswana's procurement by citizen suppliers.



Citizen Economic Empowerment Programme (CEEP)

The CEEP strategic key performance indicators (KPIs) are to deliver a shared citizen spend value of P20 billion and create 20, 000 jobs by 2024. Overall, the cumulative citizen spend for the period 2019 to 2021 amounted to P7.8 billion, P3.2 billion having been achieved in 2021 alone (compared to P2.2 billion in 2020). This was mainly driven by expenditure on geotechnical works, civil works, installation of Debswana's long-term evolution (LTE) network, Jwaneng Mine slope support works and Jwaneng Mine Cuts 7, 8 and 9 production drilling.

Local non-citizen spend for the period amounted to P4.3 billion (2020: P3.8 billion). Foreign -based spend amounted to P1.2 billion compared to P1.1 billion in 2020. For clarity, citizen spend refers to companies having more than 50% citizen ownership (equity), while non-citizen spend refers to Botswana registered companies with less than 50% citizen ownership. Foreign spend refers to non- Botswana registered companies.

The last stages of Phase 2 of the Tokafala Enterprise Development Programme (Tokafala) continued to be implemented in 2021. The programme was scheduled to be completed at the end of the year under review but the Tokafala Board extended this to March 2022. During the year, Tokafala focused on creating further impact in the small to medium enterprise sector to assist its recovery from COVID-19, particularly with youth entrepreneurs. Tokafala's Board will submit a proposal on the way forward for the programme's third phase to its shareholders in Quarter 1 of 2022. The focus for Phase 3 will be linked to Debswana's overall citizen economic empowerment programme to the extent possible.



Assurance

The mining operations successfully retained their certifications for ISO14001: Environmental Management **Systems** and ISO 45001: Occupational Health and Safety Management Systems. As part of this process, Debswana adopted six Sustainable Towards Mining (TSM) protocols for implementation in the operations. The operations attained a total of 121 'A' ratings for the year (Orapa, Letlhakane and Damtshaa MinesOLDM: 'Α' ratings. 60 and Jwaneng: 61 'A' ratings). Implementation of The Social Way (Version 3.0) allows Debswana monitor various Social Performance measures

to make sure the Com pany continues to conduct its business in a responsible socially manner. An assessment was undertaken to test performance against three-year transition plan targets. OLDM were assessed on 15 requirements while Jwaneng assessed on 13 was requirements. The operations attained respective scores of 87 % and 85% against a target of 80% for both. OLDM additional requirements relate to Conflict Management and Land Access Displacement, as well as the Supplemen-Resettlement Action Plan (SRAP). We remain focussed on

addressing identified areas for improvement.

One of the key outcomes of Building Forever is Debswana's reputation. For the year ended December 2021, Debswana achieved a reputation score of 88% against a target of 80%. This performance was above although the target index growth remained marginal throughout the year due to the major slumps experienced in Q1 (Jan), Q2 (May) and Q4 (Nov).

The 2021 Annual Internal Communications Effectiveness audit reflected that 97% of the employees expressed overall

satisfaction with the company's Internal internal communications reach compared to 93% in the 2020 Internal Communications audit. The 4% increase in the overall satisfaction is largely due to the introduction of new channels of communication, which include the SMS, WhatsApp, the employee wellness hotline and interactive webinars which were introduced to enhance virtual employee communication during the COVID-19 pandemic.

Human Capital and Wellness Management

People transformation is one of the pillars of Debswana Strategy 2024 with the objective to adequately resource the company for its current and future business requirements. The strategy aims to develop a capable,skilled. engaged,purpose -driven and empowered work force to meet organisational requirements now and in future is the approach defined for human development by the Debswana Strategy 2024. Pursuant to this, Debswana continued to prepare the Company for future expansion, building and driving robust skills to enable a transition underground

In 2020, the Board approved management's recommendation for an organisational review exercise to be undertaken, mainly to enable the realisation of Debswana 2024 Strategy by optimising the existing functional leadership operating model and manage escalating

fixed costs. An in-depth review of structures was undertaken across the entire Company and landed oncompany which identified four (4) major buckets i.e.: (i) Asset Closure (ii) Rationalisation (iii) Outsourcing and Privatisation and (iv) Automation. Asset Closure was implemented as per plan by the end of 2020 and the end of O1 in 2021.

In November 2021 the Board approved Rationalisation, Outsourcing and Privatisation Phase 1 for implementation. However, management was requested await the appointment of the substantive Managing Director to lead the implementation of the remaining aspects the restructuring programme.

The company continues to deploy various methods to re-tool the workforce and training and development plans that focus on closing identified skills gaps are actively running across all levels.



A Jwaneng human resources underground skills development plan was developed and its implementation is currently being monitored. It is based on a combination of skills development, skills procurement and borrowing of skills. This varied approach is necessitated by the time critical orientation of this key expansion project. As part of this effort, more secondment opportunities are being pursued to enlarge the pool of employees with underground exposure.

Succession management remains a priority area and the Company's succession planning focuses on developing people identified as successors to ensure that there is a strong pipeline of skilled candidates. The pace of training and development was hampered by COVID-19 during the year under review, but an effort was made to utilise customised virtual leadership training. Individuals in succession pools were prioritised for the virtual training and development opportunities that were possible in 2021.

Debswana is committed to its pursuit of a diverse and inclusive workforce, which is an integral aspect of the Company's far-reaching purpose to Make Life Brilliant. Our Diversity and Inclusion journey remains a priority and a core component of our Human Resources Strategy, with a focus on gender, age, disability and family status. These focus areas and the efforts that underpin them are aligned to Botswana's various international treaty commitments, Debswana's compelling purpose to Make Life Brilliant, as well as its organisational values which serve as the Company's conscience for its actions and behaviors in all respects.

COVID-19 has posed a setback to Debswana's commitment to bring about a meaningful mobilisation of diverse talent, alongside various external partner organisations. However, with indications pointing to an abatement of the pandemic's severity in 2022, our intention and commitment is to recover lost ground to propel Debswana to its rightful position of demonstrable progress and leadership across all diversity and inclusion thematic areas going forward.





On the gender representation front, Debswana is committed to realising a 32% female leadership (Band 5) appointment rate by 2024 and a 30% female workforce representation in the same period. At the end of the year under review, Debswana's Band 5 appointment rate for females dropped from 24% to 22%. This was largely attributable to the loss of key skills at senior leadership and executive levels, mainly due to COVID-19 impacts, as well as the consequent effect of this on the rest of the organisation. Concerted efforts will be made in 2022 to move Debswana closer to attaining or exceeding the required gender diversity objectives by 2024.

A cordial relationship existed between management and the Botswana Mine Workers Union (BMWU) during the year. The union has been very appreciative of Debswana's efforts to support employees in all respects during COVID-19, including the vaccination arrangements that were put in place in partnership with the Ministry of Health and Wellness. Wage negotiations in respect of 2022 largely proceeded positively until a dispute was declared in late December following changes in the inflations forecasts initially used. However, this matter was subsequently successfully resolved.

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.

In addition, further communication platforms were rapidly established to augment existing remote engagement channels to create awareness and share business updates/announcements, relevant information and motivational messages.

Safety and Sustainable Development

Our overriding priority is to protect the safety and health of our people, our host communities and the environment in which we live. In 2018, we set a goal to achieve absolute Zero Harm at our operations. We have continued to implement various strategic safety initiatives across our business to drive a step change in safety performance. Technical investigations started during the year to develop production-ready Internet of Things (IoT) and Artificial Intelligence (AI) safety enhancements. These include identifying moving objects, evaluating truck speeds, safe reversing distances from dump perimeters and berm-height compliance. These tools will generate alerts to supervisors if set parameters are breached, and also provide advanced analytics to enable real-time monitoring to predict a broad range of risks and enable prompt responses/actions. A critical controls integrator has been developed to provide a demonstration platform for integrating real-time AI for berm analytics with other critical controls under one platform (i.e. fatigue monitoring, collision avoidance and personal proximity detection systems).

The Total Recordable Injury Frequency Rate (TRIFR) for the year was 0.10, in line with 2020, and ahead of respective threshold and stretch targets of 0.14 and 0.13. The recorded injuries consisted of one lost-time injury, one restricted work injury and 11 medical treatment injuries. In 2020, two lost-time injuries, two restricted work injuries and nine medical treatment injuries were recorded.

Rhino conservation and repopulation remain key focus areas and matters of global significance. Technology has been deployed to track rhino movements and interactions at Debswana's game parks. A number of rhinos were relocated from the north of Botswana to Orapa Game Park to avoid poaching. This has elevated the risk profile of the park and various protective measures are being considered, such as electrifying the game fence, installing long-range cameras to extend surveillance capability and using drones for rapid response.

In line with Debswana's Elimination of Fatalities (EoF) programme, the Company's priority unwanted events (PUEs), in relation to safety, were updated to include the heightened pandemic severity, resulting in the following portfolio: COVID-19; contact with live electricity; exposure to arc flash; loss of control of suspended loads; accidental detonation of explosives; surface mobile equipment accidents; and slimes dams and slope failures. A maturity embedment process was undertaken for each PUE, which includes awareness, safety declarations, signage, inspections and assurance.



At year-end, the status of maturity embedment was 93% against a target of 90%.

The 2021 Report by the Inter-governmental Panel on Climate Change (IPCC) indicates that we are now perilously close to the point of irreversible change to the climate, and we urgently need to accelerate the energy transition to a low carbon future. Debswana's efforts against climate change are typified by a number of actions. Climate change features in the Company's top risks, predominantly non-renewable energy usage. A concept level study was conducted in collaboration with key partners to explore decarbonisation options for Debswana. These partners include Botswana Energy Regulatory Authority, Department of Energy, De Beers Group, Department of Meteorological Services and Botswana Power Corporation. Key programmes were identified, which form the next phase of Debswana's Carbon Neutral Programme (ambition design). These include solar photovoltaic, wind power and energy storage technologies. The concept study also delivered a renewable energy sequencing programme to define timelines for implementing the various solutions. Debswana continues to implement its organisational decarbonisation strategy that has identified energy efficiency and green financing as key areas, and is committed to being carbon neutral by 2030. This strategy underpins the many initiatives underway to improve energy efficiency at Debswana that include close monitoring of energy consumption, appointing Energy Champions, installing energy efficient motors and lights, and training.

It can only be a source of pride to report that no major environmental and occupational hygiene incidents (Levels 3 - 5) were recorded during the year under review. This is testimony to the effectiveness of our environmental and occupational hygiene programmes. With the safety and sustainable development initiatives that have been promulgated 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.

DEBSWANA (D)

Mining diamonds, enriching the nation



Strategy 2024





DEBSWANA |

ONE DREAM,

Debswana Strategy 2024

Debswana's Strategy 2024 leverages 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. It was launched in the first quarter of 2020 and covers the short to medium term (2024) as well as the long-term outlook to 2052.













OUR GOAL

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

The strategy emphasises 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 DeBeers Building Forever.

Implementation of the strategy is overseen by the Transformation Office, which manages performance through a Hive approach, tracks and reports progress on the initiatives, monitors change and communication, and oversees risks and opportunities.

In developing the strategy, we considered a range of external and internal factors, including 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 One Dream One Team STRATEGIC PILLARS



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

ECOHS

Zero loss of life, improved livelihoods in our host communities and Botswana through CEEP and SED, and a deeply entrenched **ZERO HARM** culture.

OUR PEOPLE

Development of a capable, skilled, engaged and purpose-driven workforce to meet organizational requirements of current and future operations.

COLLABORATION/ PARTNERSHIPS

A systems thinking approach to work, that leverages relationships both internally and externally to achieve shared goals.

INNOVATION & DIGITAL TRANSFORMATION

A systems thinking approach to work, that leverages relationships both internally and externally to achieve shared goals.

HORIZON 2

Future Smart Mining. Successful execution of expansion projects creating extended life for the mines. Automation & Robotics. Leverage RDP opportunities.

Focus on Innovation and Digital Transformation

We operate in dynamic local and global markets that continually present a range of challenges and opportunities. Currently, these include rising costs and pressure on profitability from aging assets and deeper pits. The future is increasingly uncertain as a result of both current trends such as COVID-19, potential other pandemics, climate change, geopolitical developments and the technological revolution, as well as the future challenges no-one has yet thought of. At the same time, demand for social responsibility and shared value is increasing. At an industry level, lab grown diamonds represent a threat to the long-term stability of naturally produced diamonds.

Debswana's Innovation and Digital Transformation programme is a critical strategic enabler supporting Debswana Strategy 2024 and realising the End State Vision by transforming current and future operations to create a future-smart connected mine. The programme will create numerous benefits including:



Mine

Current opportunities include six main areas:

Sustainability and risk

Automation and sensor-based real-time monitoring and analytics of critical controls

Planning and execution

Optimise integrated business planning and work management processes

Asset information excellence

Best in class digital twin practices

Reconciliation optimisation

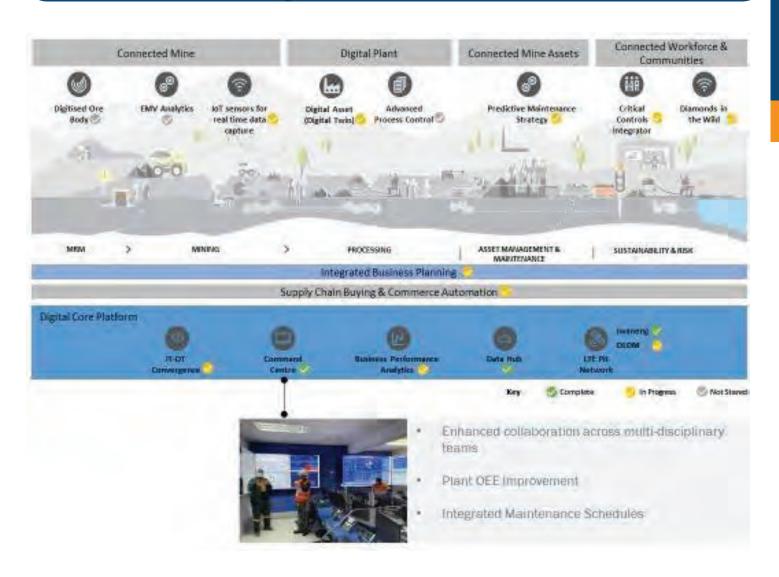
Streamline reconciliation process

Repair and maintenance optimisation

Sustain maintenance best practices

Enabling and supporting capabilities

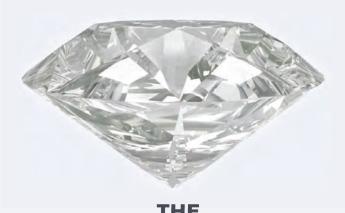
Core foundational organisational capabilities



SORTING

mineral residue dumps

The tailings



THE DIAMOND

MINING

Diamond-containing rock is broken up by drilling and blasting. Large shovels load the resulting ore and waste rock into massive trucks. transported to the primary crusher and waste rock is deposited at waste dumps.

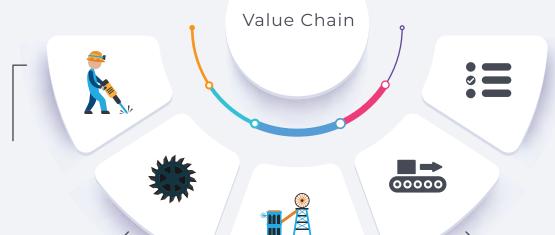
COMMINUTION

scrubbing and recrush processes break and fracture

the ore to liberate diamonds and

reduce particles to a manageable size.

Crushing,



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.

CONCENTRATION

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



The Board has 13 members (including the Managing Director) and meets four times per year. Details regarding the Company's Board members are available on the Company website.



Ms E Peloetletse (Chairperson) Board Chair, Permanent Secretary to the President, Government of Botswana



Mr BA Cleaver (Deputy Chairperson) CEO De Beers



Ms LE Armstrong Debswana Acting Managing Director



Mr A Keetshabe Attorney General, Government of Botswana



Mr D N Moroka Resident Director, De Beers Botswana



Ms SM Kuiljaars 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



Ms E L Richard-Madisa Permanent Secretary, Ministry of Minerals and Energy



Ms J N Roman Executive Head of Human Resources, De Beers Group

During the year, the following changes were made to the Board:

- ·Ms E Peloetletse replaced Mr E M Magosi as Director and Board Chairperson (07 June 2021).
- · Ms A C Cormack retired from the Board (31 March 2021).
- · Mr K D Smith was temporarily appointed as Alternate Director to Mr B Greeff (12 May to 22 December 2021).
- · Ms E L Richard-Madisa replaced Mr M Masire as Director and member of the Audit Committee, Sustainability Committee and Remuneration and Nominations Committee (24 May 2021).
- · Ms J N Roman was appointed as Director (27 August 2021). · Mr M D Pelaelo replaced Ms E L Richard-Madisa as a member of the Sustainability Committee 24 August 2021).

Board Committees

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
- · Mr M D Pelaelo
- · Ms E L Richard-Madisa
- · Mr D N Moroka
- · Ms L E Armstrong (ex-officio member) (secretary)

Audit committee members:

- · Ms S M Kuijlaars (Chairperson)
- · Dr W J Mandlebe
- · Mr D N Moroka
- · Ms MD Pelaelo
- · 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 performance targets of any executive executive management. In addition, Remco's remit is to review and recommend for approval by the Board, the 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

The Technical Committee considers posals, capital expenditure and Compaassurance and makes recommendations on technical matters to the Board. The committee meets at least four

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

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.

- · Ms L E Armstrong (Acting Chairperson)
- · Mr D N Moroka
- · Ms R L Mothibatsela- (non-voting member)
- · Mr T Molosiwa (non-voting member)

Business Integrity and Ethical Conduct

Debswana is committed to the highest standards of business integrity, governance and ethical conduct. The Code of Conduct 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

Care and Respect for People

Conducting
Business with
Integrity

Protecting our
Physical
Assets,
Information and
Interests

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

Sets the Company's standards for treating people, including employees, contractors, business partners and communities. 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, economic age, status, orientation. disability and so forth are strictly prohibited. Bullying, intimidation and harassment is not condoned.

Corruption in all its manifestations is unacceptable. Debswana aims to promote law, harmony and sustainable development of the people/communities 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.

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



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.

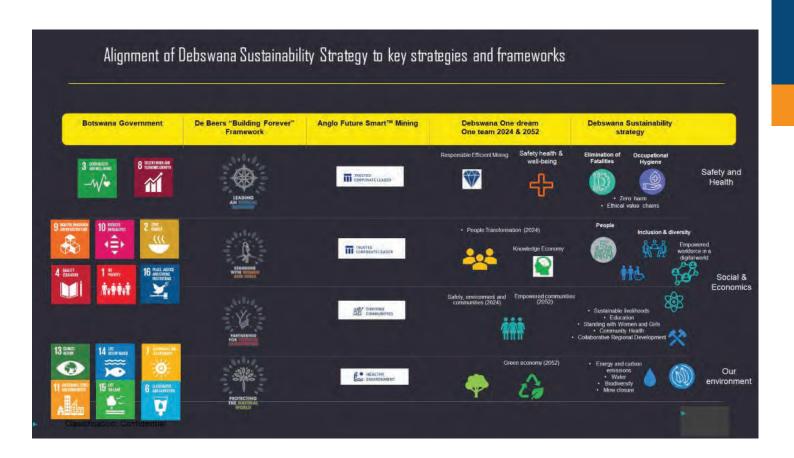
Debswana did not incur any significant fines or non-monetary sanctions for non-compliance with sustainability related laws and/or regulations during 2021.



Our Approach to Sustainability Strategy

Debswana's Strategy 2024 explicitly incorporates sustainability in the pillars that relate to people, safety, environmental protection and social performance. Debswana's sustainability strategy aligns with the Group strategy and supports shareholder aspirations including the Government of Botswana (GoB) Vision 2036 and UN Sustainable Development Goals (SDG) Roadmap as well as De Beers Building Forever.

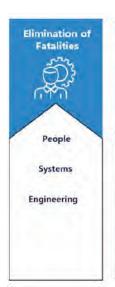
The sustainability strategy is the foundation of the step change required in the organisation to drive delivery on the focus areas. It identifies material issues and actions required in the short-to-medium term to mitigate associated long-term risks. Over the long-term, the strategy will be crucial to enable us to navigate the global mega forces that contribute to the economic, social and environmental impacts that will be experienced by Botswana, Debswana and the world



Debswana's Building Forever Sustainability and Socio-economic Development programme.

In line with our new purpose "Make Life Brilliant" our sustainability strategy is being delivered through the Building Forever 2030 strategy whose goals concentrate on six (6) clear pillars which are; Trusted Corporate Leader, Standing with Women, Girls and People with Disabilities, Partnerships for Thriving Communities & Sustainable Livelihoods and Protecting the Natural World as graphical depicted below:

Our approach is meant to ensure that Debswana derives value from closer collaboration and partnerships with different stakeholders, drive change and transformation, thereby achieving efficiency and productivity improvement and consequently impact communities positively.













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;
- Developing renewable energy capacity;
- Reducing climate change by reducing energy and greenhouse gas 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 Towards Sustainability Mining (TSM) Principles under the Mining Association of Canada, which were adopted by the Botswana Chamber of Mines (BCM) in 2017) for implementing by its members. We set annual TSM performance targets linked to the Level 1 scorecard for business performance indicators and assess progress with a primary focus on six sustainability indicators:

- Energy use and GHG emissions;
- Tailings management;
- Indigenous and community relationships;
- Biodiversity management:
- Crisis management, and
- Safety and health.

	2	021 Cycle	e Finding	s Table						
	Third Party (SGS) Findings					First Party Self-Assessment (self- declared findings)				
Section of BPP Assessment		Findi	ng Rating		Finding Rating					
	10	Minor	Major	Material	10	Minor	Major	Material		
Section A: Business	0	0	0	0	0	0	0	0		
Section B: Social	0	0	0	0	0	0	0	0		
Section C: Environment	0	0	0	0	0	0	0	0		
Section D: Mining Supplement (only applicable for DBG entities)	0	0	0	0	0	0	0	0		
Section F: Gold, Platinum Group Metals, Silver and Coloured Stones (where applicable)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		
Section G: Integrity of the BPP Programme	0	0	0	0	0	0	0	0		

Nurturing our Natural Environment

Responsible environmental practices preserve the natural environment and minimise our impact on the natural resources we use in our activities. A number of initiatives are underway to improve energy and water use efficiency, and to minimise the use of fresh water from existing underground resources (see page 141 to 145).

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. Jwaneng and OLDM operations successfully retaining certification under ISO 14001: 2015 (environmental management systems standard) and ISO 45001 (occupational health and safety management systems standard).





The top sustainability issues are:

Economic	· Market risk (natural vs synthetic diamonds)
Environmental	Water management · Access to natural resources
Social	· Employee safety · Employee and community health ·
	Covid-19 · Mine closure · Social ills in areas of operation ·
	Sustainable towns · Resettlement





Material Topics

Debswana's material topics are those areas where the Company has the most significant potential economic, environmental and social impacts, including potential impact on our stakeholders. We also consider the interests of our stake-holders and how these potentially impact on the Company and its activities. These issues inform our sustainability focus areas and the contents of this report.

The current material sustainability issues were developed through workshops in 2019, which included stakeholder perspective inputs from communities. The issues are reviewed at least annually and were important inputs into the development of the One Dream One Team Strategy 2024 (page 22) as well as Debswana's Sustainability Strategy (page 35).



Stakeholder Engagement



Stakeholder Engagement

Our values commit us to consider those whose lives we touch, our communities and the environment we share to ensure that Debswana makes a real and lasting contribution to the world. We recognise the critical importance of maintaining strong relationships with stakeholders to the long-term sustainability of the Company and to achieving our purpose of Making Life Brilliant.

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



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

Stakeholder expectations



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

Internal stakeholders

Proximity to operations

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



Reciprocal relationships

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



The Managing Director sets the tone for stakeholder relations and drives the stakeholder engagement plan. Stakeholder engagement at corporate level is overseen by the Corporate Affairs office and the Head of Corporate Affairs is the official Company spokesperson. Various relevant functional leads engage with stakeholders at a departmental level to address specific topics raised.

The stakeholder engagement plan aims to ensure impact and value for Debswana by improving relations and promoting thought provoking and business-relevant discussions.

Debswana's performance against Anglo American's Trusted Corporate Leader sustainability pillar includes an assessment of corporate reputation and internal stakeholder communication effectiveness. In 2021, Debswana achieved a score of 88% on our Reputation Index (2020: 83%) and the results of the 2021 communications audit indicated that communication effectiveness among internal stake-holders was 87% (2020:86%).

Reputation risk report for the year 2021 per figure 2 below.

2021 performance was positive and above target. However, remained marginal due to the major slumps experienced in Q1 (Jan), Q2 (May) and Q4 (Nov). The 3% downward knock in November was due to negative coverage on the Auditor General Report.

To mitigate these, a robust External Communication Strategy that includes comprehensive sub plans for; stakeholder engagement, media relations, digital media, sponsorships and efficiency and productivity improvement, is being implemented and reputation risk is measured annually.

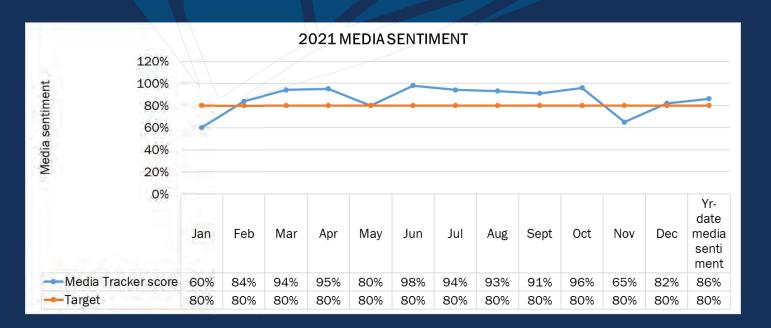


Figure 2: 2021 Media Sentiments.



Stakeholder Engagements at Operations

The operations engage with various stakeholder groups including local media, traditional authorities, businesses, Members of Parliament and contractors. Debswana also offers mine tours to interested stakeholders.

Affected communities are one of our most important stakeholder groups and we engage regularly with communities around the operations. Debswana's approach to engaging with communities is guided by Anglo American's Social Way programme and the social performance policy.

The stakeholder engagement plan

and the social management plan guide the frequency, medium and purpose of engagements, which include an emphasis on providing opportunities for external and internal stakeholders to share their perceptions and experiences of the Debswana operations. Improving our understanding of issues raised by stakeholders helps the company to find solutions. For practical reasons, we usually engage with a sample of each stakeholder group using focus groups, workshops, working groups, general meetings or one-to-one interviews.

Debswana's Key Stakeholder Groups

Institutional stakeholders	Communities	Debswana's Employees	Business partners	NGOs and related stakeholders
 Government at national regional, district and local levels Traditional authorities Tribal administration Parastatals Shareholders 	Development groups (e.g. VDC, VET, VHC etc.) Vulnerable groups, including women and children Youth Schools Political groups Land-users		• Suppliers • Contractors	 Non-governmental organisations (NGOs) Media

Issues identified by Stakeholders at Mine level







- Regular engagement by the mines with communities, includ ing 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 employ ment 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.
- Providing 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 communi ties.
- · Capacity building of local people.
- The role of the mine hospital in enabling access to improved health care.



- 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 require-



- 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.
- · Where local residents are employed at operations, this 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.
- OLDM 's impact on underground
- Expectations of assistance with COVID-19 readiness and compliance
- · An increase in demand for support by communities.

ments.

- · Squatting.
- · Impacts on natural resources.
- · Ease of access to the lease area

Meeting Stakeholder Expectations

We are committed to addressing stakeholder needs and expectations to the extent possible within operational and financial constraints. Debswana aims to conduct its business activities in a responsible way to minimise its environmental impact. CSI initiatives are developed in close collaboration with 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. Engage-

ment with employees continued throughout the year to improve and stabilize relations. 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.

Relationships with the Union were cordial during the year, with the Union expressing appreciation for Debswana's efforts to support employees in all respects during COVID-19, including the vaccination arrangements that were put in place in partnership with the Ministry of Health and Wellness. Wage negotiations in respect of 2022 largely proceeded positively, with further discussions deferred to the first quarter of 2022.

JWANENG MINE COMMUNITY VACCINATION ACTIVATION

Debswana Jwaneng Mine has embarked on an intensive COVID-19 vaccination drive aimed at attaining the level of vaccination required to achieve herd immunity in Jwaneng and surrounding villages. The initiative will also assist Government to attain set national vaccination target. To implement the mass community vaccination drive, Debswana Jwaneng Mine has setup a walk-in clinic at the Jwaneng Central Business District (CBD), a prime area that attracts multitudes of Jwaneng residents as well as those passing through the town on a daily basis. This provides for a high vaccination pace and coverage. The initiative started on November 08, 2021 and ran until the end of the year.



giving welcome remarks



- Jwaneng Mine General Manager delivering the Keynote address Classification: Internal



Kgosi Oageng Mosole of Raphalane Ward giving closing remarks



Mr. Philemon Ramono - Jwaneng Mine COVID-19 Marshal Directing proceedings



Ms. Thato Segadimo -Jwaneng Mine Project Manager COVID-19 Vaccination giving SHE Moment

SOUTHERN DISTRICT COUNCIL'S VISIT TO JWANENG MINE

On 12/10/2021 Jwaneng Mine hosted Honourable Councilors from Southern District Council. The Honourable Members went through Inductions, Jwaneng Mine Overview Presentation and visited the Pit-Lookout. In his closing remarks at the end of the visit Chairperson of Southern District Council, Honourable Thamiso Chabalala thanked Jwaneng Mine for hosting them, pointing out that the Overview Presentation and the visit in general has helped them understand a number of things including how the mine operates.











OLDM GM ENGAGEMENTS



First lady of the Republic of Botswana Mrs. Neo Jane Masisi visited the Adrian Gale Diamond Museum and Orapa Game Park which form part of Orapa Today, Boteti Tomorrow (OTBT) programme



The GM engaged with No. 2 plant employees and Business Partners during the plant shutdown



De Beers CFO Sarah Kuiljaars visited Orapa Mine on Botswana Familiarisation Tour



The GM had a meet & greets Orapa United Football club



OLDM ENGAGEMENTS

ASSISTANT MINISTER OF AGRICULTURE POLICY DEVELOPMENT CONSULTATION

- ✓ OLDM participated in the sessions led by Assistant Minister of Agricultural Development and Food Security as a critical stakeholder in the agricultural development of the Zone of Influence
- OLDM presented an overview on the food security project as well as CSI process of application
- Further engagement appointments were scheduled with some associations that took a keen interest on the CSI process





GENERAL MANAGER'S ENGAGEMENT WITH WELLFIELDS 6 FARMER

- Farmer's grievance was that his borehole is being impacted by the Debswana borehole within his ranch. The farmer has previously been engaged by the OLDM Management on the matter. A meeting was held at his ranch to discuss several issues he has raised about the borehole that belong to Debswana.
- Continuous engagement with the farmer ongoing and external advice sought on the issues he has raised.







Operational Performance

Production recovered well following the significant impact of the Covid-19 pandemic on 2020 performance.

- Diamond production for the year increased by 35% to 22.3 million carats in 2021 from 16.6 million carats in 2020
- Total tonnes moved increased by 21% from 108.9 million tonnes in 2020 to 131.9 mil lion tonnes in 2021.
- Total volumes moved increased by 21%;
- Revenue increased by 60%;
- · Operating expenses increased by 27% due to increased royalties linked to revenue;

Table 1: Debswana's Operational Perfomance from 2019 to 2021

		Jwaneng	ş	OLDM			Total			
	2019	2020	2021	2019	2020	2021	2019	2020	2021	
Total Diamonds Recovered (million carats)	12.5	7.5	12.9	10.8	15.6	9.4	23.3	16.6	22.3	
Total volume moved (million tonnes)	84.3	81.5	107.0	46.3	27.4	24.9	130.6	180.9	131.9	
Total waste mined (million tonnes)	65.6	64.7	85.8	9.1	4.9	3.5	74.7	69.6	89.3	
Total ore treated (million tonnes)	10.4	10.0	12.1	14.9	13.6	12.4	25.3	23.6	24.5	

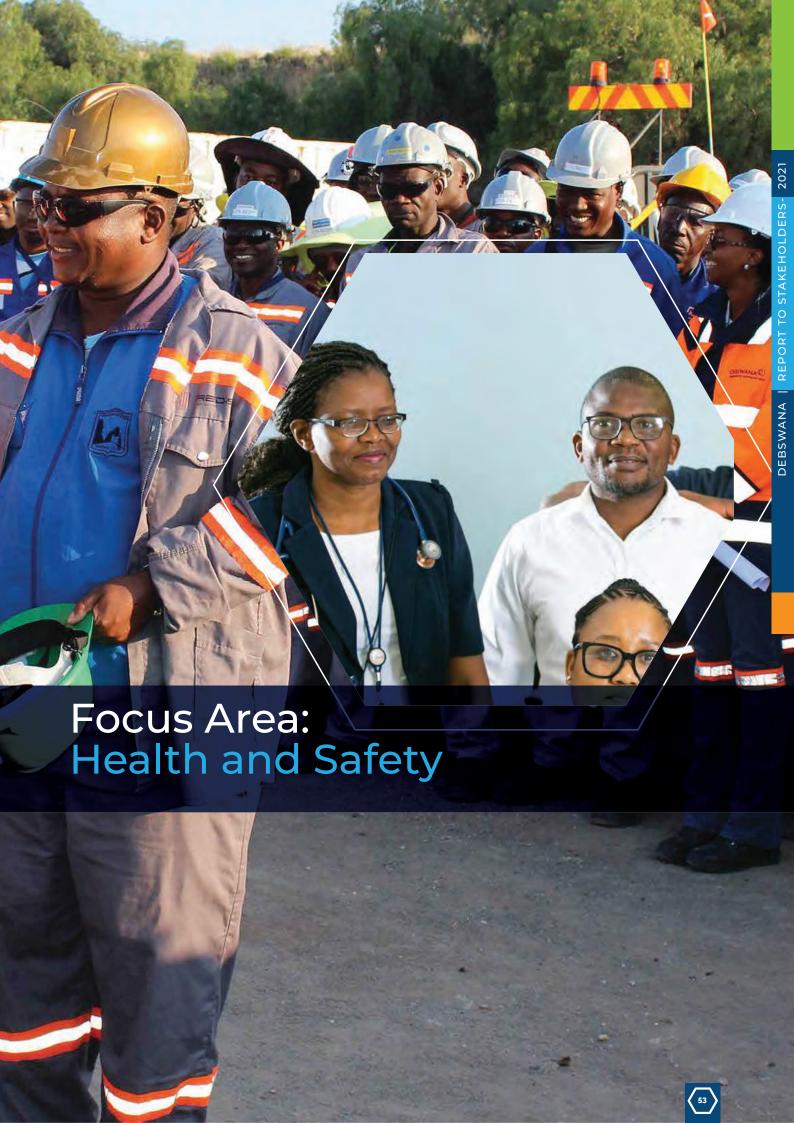
Life Of Mine (LOM)

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): The focus over this time span is primarily on 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. The Resource Development Plan was updated in 2021 and aligned to Debswana Strategy 2024.





Debswana is committed to the goal of Zero Harm and this principle is integrated into our strategy. Our values demand that we Put Safety First to Show We Care about our employees and business partners, which Builds Trust with these criti cal stakeholders.

Strategic priorities:

- Zero harm culture
- Continued improvement in TRIFR

- Mandatory critical controls implementation
- Alcohol testing
- Elimination of level 4 and 5 incidents

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 certified under the standard. Safety training is delivered to employees and busi ness 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 stan dards 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 ouroperations are transport and fatigue-related incidents, falling objects and work ing 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 em phasised through various competitions and awareness campaigns, as well as at annual Global Safety Day events.

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

The 2021 YTD Total Recordable Injury Frequency Rate (TRIFR) was 0.10 based on 200,000 hours worked and 0.50 based on 1 million hours worked against a target of 0.14 (0.70) and a stretch of 0.13 (0.65) compared to 0.10 (0.50) during the same period in 2020. The 2021 YTD injuries include two(2) Lost Time Injuries (including one (1) Restricted Work Injury) and 11 Medical Treatment Injuries, compared to four(4) Lost.



Time Injuries (including two(2) Restricted Work Injuries) and nine(9) Medical Treatment Injuries recorded in the same period in 2020. There were no significant environmental incidents nor occupational health illnesses reported (see Table 3).

Injuries

The 2021 TRIFR YTD is 0.10 based on 200,000 hours worked and 0.50 based on 1 million hours worked against a target of 0.14 (0.70) and a stretch of 0.13 (0.65) compared to 0.10 (0.50) in same period in 2020.

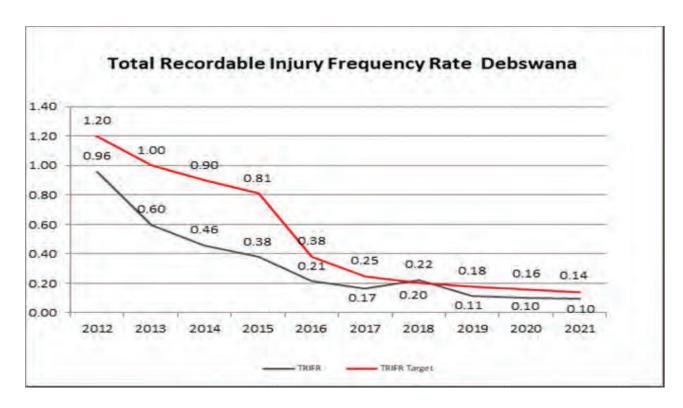


Figure 3: TRIFR Performance

The 2021 YTD injuries include two(2) Lost Time Injuries (including 1 Restricted Work Injury) and eleven(11) Medical Treatment Injuries, compared to four(4) Lost Time Injuries (including two(2) Restricted Work Injuries) and nine(9) Medical Treatment Injuries recorded in the same period in 2020.

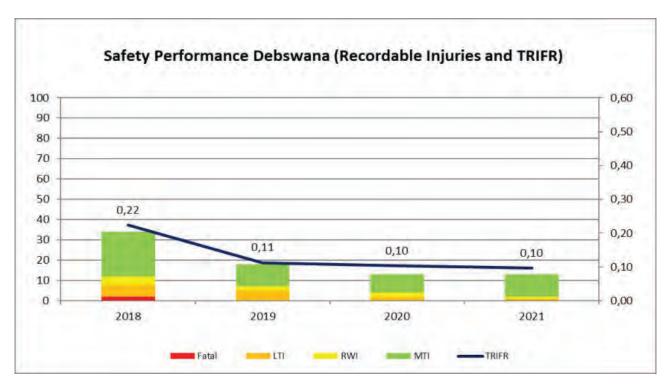


Figure 4: Recordable Injuries

Learning from Incidents (LFI)

There were sixteen (16) High Potential Incidents (HPIs) in 2021 as compared to twenty-two (22) in 2020. The drop in the HPIs is attributable reduction in production due to COVID-19.

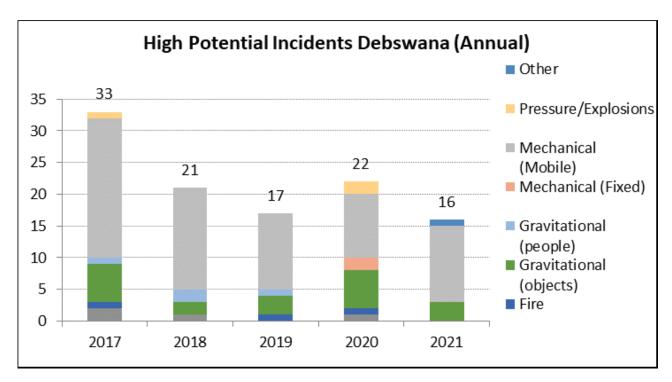


Figure 5: High Potential Incidents Performance

Operational Safety Performance

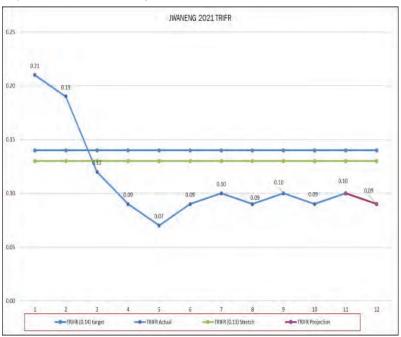


Figure 6: Jwaneng Mine 2021 TRIFR Performance Trends

Summary

Debswana's focus on safety has resulted in a significantly improved TRIFR since 2012. Jwaneng Mine and OLDM both achieved good improvements in TRIFR with Jwaneng improving to 0.09 and OLDM to 0.12 (2021: 0.09 for Jwaneng and 0.12 for OLDM). The number of high potential incidents reported during the year reduced to 16 (2020: 22).

Table 4: Summary of Debswana's 2021 Safety Performance Indices

	2015	2016	2017	2018	2019	2020	2021	Status
Fatalities	-	1	-	2	-	-	-	\rightarrow
Lost-time injuries	10	2	4	6	5	2	1	7
Restricted work injuries	7	6	4	4	2	2	1	7
Medical treatment injuries	39	24	17	22	11	9	11	71
High potential incidents		23	33	21	17	22	16	Я



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 2021, these initiatives included those discussed below.

Jwaneng Mine

Focus on absolute zero harm

Jwaneng Mine's 2021 Safety Strategy aims to deliver zero injuries through a two-tiered approach focusing on EoF within high-energy activities and Triple ZERO for low energy activities. Figure 5 below illustrates the initiatives under each tier. The critical activities in the 2021 reporting period were management of high potential hazards (HPHs), critical control management (CCM), improved contractor management, coaching through mentors, Remmogo leading indicators, quality investigations and the Triple Zero Campaign.

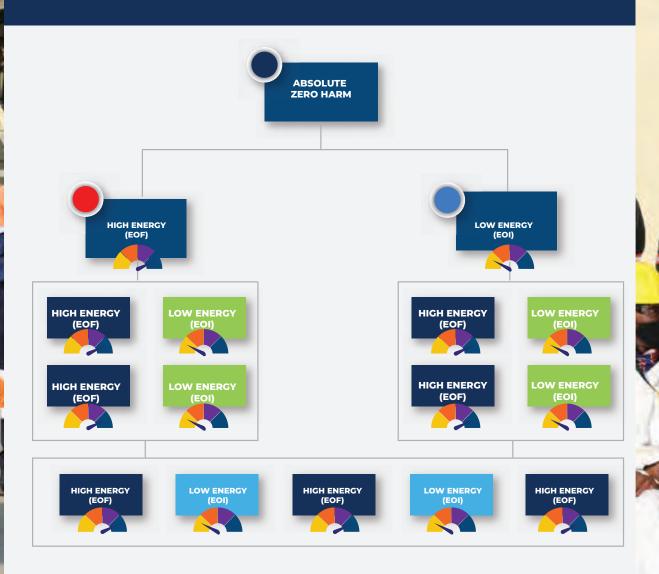


Figure 7: Illustration of Jwaneng Mine 2021 Safety Initiatives

Elimination of Fatalities

The management of High Potential Incidents (HPI) and High Potential Hazards (HPH) remains key to addressing potential incidents. The Mine continues to embed the process through our HPH reporting mechanism. By end of Q4 a total of 51 HPHs have been reported and investigated against a target of 60. YTD HPH performance stands at 256 HPHs reported against a target of 240 and a stretch of 250.

Critical Control Management

A total of twenty three (23) PUE's with 110 critical controls are currently being monitored on a monthly basis. Critical Controls performance continue to improve, 106 of 110 critical controls reached a 100% performance rating in the month of December 2021. In the month of December there were four (4) critical controls that did not achieve a green status, corrective action plans were devel oped and closure has been undertaken. The above mentioned critical controls are as follows: CC1 (Self-declarations) under COVID 19, CC6 (Slope support) under Slope failure, CC3 (Adequacy of designs) under Structural failure of Mine facilities and CC4 (Emergency pumping systems) under Flooding of mine infrastructure-plants.

Monitoring of the critical controls embedment continued as per the Critical control management plan for departments. YTD performance stands at 100% embedment of the targeted PUEs.

Safety Leadership and Culture

In October 2021, Jwaneng Mine socialised its "Put Safety First" and "Show we Care" values through a Waste Management Certification of Engagement session intended to secure, from our Business Partner community, accountability and commitments pertaining to responsible waste management practices and the identification of opportunities for improvement.

Six (6) Business Partners made commitments to the General Manager of fulfilment of compliance obligations pertaining environment protection, a commitment of 'duty to care' and the adoption of waste management strategies from 'cradle to grave'.

A world class showcase of services and products was made, with features from clinical waste management, metals collection and recycling, collection and dis posal of carbon waste, florescent lights and the running of waste water treatment plants.

The session was hosted by the General Manager Mr. Koolatotse, who made an official hand over to Jwaneng Town Mayor, Her Worship Olga Ditsie, depicting the partnership between the two entities in this important area of focus. A financial management webinar was also held in November 2021 for employees and their spouses responding to the emergent safety risk of the financial strain presented by the COVID-19 pandemic. Topics covered included the psychology of money, saving and investing.



In December 2021, Jwaneng Mine participated in the Albert Milton Safety Leadership Award competition, from a total 67 submissions from the entire De Beers Group, Jwaneng had 2 submissions in the top 5 and is the winner of the award. This prestigious award, has in 2021 come to Jwaneng Mine curtesy of IMSAFE. IMSAFE milestones include its incorporation into our work processes, the increase in use and self declaration numbers, the embedment of the IMSAFE moment as a part of our culture, inclusion into our Job Safety Analysis template.

IMSAFE has brought about a growth of psychological safety in our teams and the empowerment of our supervisors to manage and circumvent the contribution of psychosocial stress to possible safety incidents. With the move to automation, this tool will benefit our workers, workers across Debswana and indeed across the entire De Beers site.

The Quantum Series

For the past ten years, the Quantum Series has been instrumental in OLDM's strong performance, providing a platform that emphasises behaviour and culture that support incident-prevention strategies. The campaign promotes safe and healthy working and

living conditions for employees, business partners, visitors and the general public. The 2021 initiative focused on six areas – positive culture enhancement, innovation and technology, compliance, critical controls, risk management and recognition and reward.



Figure 8: OLDM Launched its Annual Quantum Series Initiative.



Critical Control Monitoring

OLDM has identified 15 Priority Unwanted Events and performance of the related Critical Controls is reviewed monthly by leadership. Work is also ongoing to identify Critical Controls for other identified Priority Unwanted Events and to review and improve the performance of current controls.



Anglo Operating Model (AOM) Work Management Process

OLDM announced the successful go-live of the process in August 2020, with the objective to provide clarity, produce stability and reduce variation. The benefits of AOM are improved safety performance, improved production performance reduced costs and increased employee morale. The Operating Model is one of the initiatives under the "Towards True Zero Harm" and "Breakthrough.

Performance" Pillars of the current OLDM "Accelerate the achievement of the Debswana 2024 One Dream, One Team Strategy to Make Life Brilliant." Work Management performance continue to be monitored to realise the benefits of AOM.

ECOHS Mentorship

The OLDM Mentoring initiative continued to support our ECOHS programmes across our operations since its inception in 2016. Our Mentors, who are drawn from different Departments perform multi-functional roles from being a friend to being a role model to shop floor teams. Mentors have been instrumental in the delivery of scratch free shutdowns over the years dung the execution of complex high risk maintenance works. This has been possible through the support received from the leadership across OLDM.

Mentoring

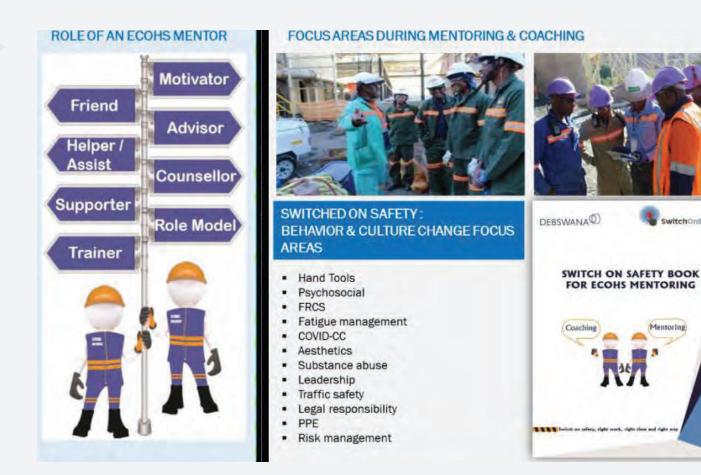


Figure 9: Illustration of the ECOHS Programme

Conclusion

- Loss of life has always been at zero except in 2018 when a singlelife was lost
- TRIFR has been on a downward spiral except in 2018 (increased from 0.18 to 0.23) and 2021 (increased from 0.08 to 0.12).
- Environmental incidents have been consistently at zero
- Occupational diseases have been consistently zero
- Total Near Hits have been declining over the years except in 2017 When they increased from 76,595 to 108,938.

Table 3: Indicators of Sustainable

Indicators	2016 Budget	2016 FY	2017 Budget	2017 FY	2018 Budget	2018 FY	2019 Budget	2019 FY	2020 Budget	2020 FY	2021 Budget	2021 FY	Status
Loss of life	0	0	0	0	0	1	0	0	0	0	0	0	
TRIFR	0.38	0.24	0.25	0.18	0.20	0.23	0.18	0.14	0.16	0.08	0.14	0.12	
Environmental Incidents	0	0	0	0	0	0	0	0	0	0	0	0	
Occupational Diseases	3	0	0	0	0	0	0	0	0	0	0	0	
Total Near Hits	N/A	76,595	N/A	108,938	N/A	108,674	N/A	104,045	N/A	43,461	N/A	38,358	



Occupational Health

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. 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.

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

Occupational hygiene programme provides benefits of ensuring employee health and wellbeing by reducing absenteeism due to ill health, creating safe and healthy workplace, improved productivity performance, reduced absenteeism and improved morale. Occupational Hygiene programme entails identification, evaluation and control of occupational factors detrimental to employee health that might ultimately result in ill- health.



2021 Occupational Health (Medicine and Hygiene) Performance

No Occupational Health confirmed illness recorded in the past five(5) years. In 2021, OLDM recorded three(3) suspected cases and these were in relation to respiratory, skin chemical sensitization and suspected muscular skeletal disorder (MSD). All suspected cases were investigated for work relatedness.

The key occupational health risks at our operation COVID-19, 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. No occupational illnesses were recorded in 2020 and 2021.

Annual peer assessments are conducted 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.

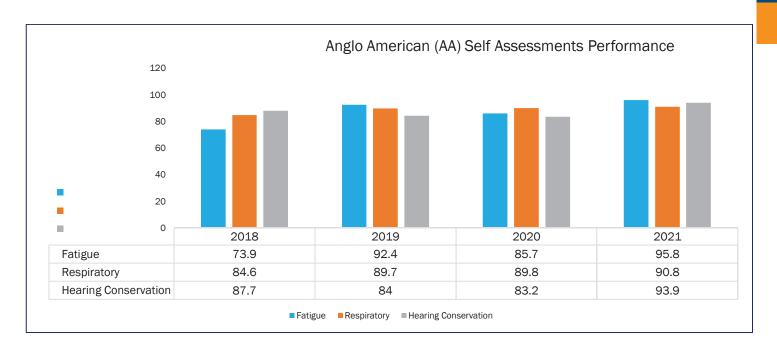


Figure 10: Anglo American (AA) Self-Assessment Performance



Real Time Monitoring Programme

Debswana through the Jwaneng Mine 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.

Implementation of the project across Debswana operations is planned for 2022. Project is in line with ODOT pillar of Innovation and digital transformation and will provide an opportunity for real time decision making with insight into the monitor ing data to ensure compliance to legal and best practice standards.

Real-time monitoring of occupational hygiene and environmental factors through installation of online sensors for monitoring of noise, dust, blasting fumes, and indoor air quality. The project to be completed and handed-over end of Q3 2022. completion expected in 2022.

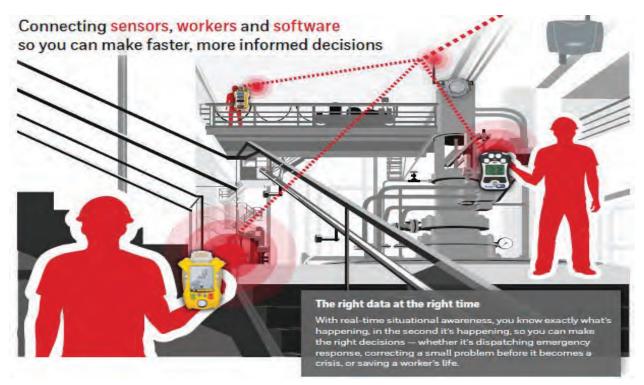


Figure 12: Real Time Occupational and Environmental Exposure Monitoring

Fatigue Management Programme

Fatigue management project was designed to incorporate robust implementation of Fatigue Management Programme to support the Fatigue Monitoring System and centers designed to detect and treat fatigue cases. Fatigue management centres at Mining established and resourced with competent fatigue resources.

Fatigue Monitoring System (FMS) was commissioned in 2020 with installation of gadgets on mining Surface Mobile Equipment (SMEs) i.e. haul trucks. The FMS is monitored centrally by Fatigue Dispatchers/Supervisors at mining pit control room. Monitoring and evaluation of the fatigue alerts underway as depicted in Figure 13 below. To enhance the fatigue management programme, Fatigue Management committees were established. The committees have representatives from all departments and its duties entails:

- To safeguard workers' health and safety in a bid to achieve triple zero harm aspiration and prevent property damage by coming up with robust fatigue management initiatives and strategies.
- To oversee and ensure the implementation of the Debswana Fatigue Man agement Programme and operational Mine Fatigue Management Procedure requirements

Decisions made at the committee are shared with top management for adoption and implementation.

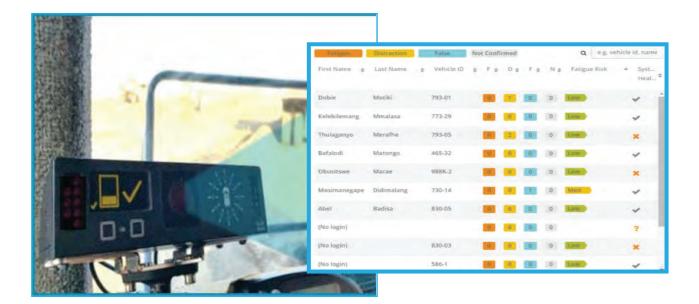


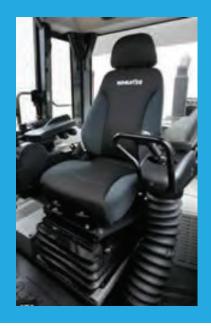
Figure 12: Fatigue Gadget and Monitoring display at Pit Control Room

Exposure Management

Occupational hygiene monitoring was aimed at evaluation of the occupational exposure of the at-risk groups as determined in the baseline risk assessments. The monitoring of occupational stressors was conducted as per the defined annual occupational health monitoring plan and Similar Exposure Groups (SEGs). Occupational health(OH) significant risks remains noise, fatigue and vibration.

Noise Induced Hearing Loss

Noise Induced Hearing Loss is one of the significant occupational risks in Debswana. 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 and 2021



Musculoskeletal Disorders

Musculoskeletal disorders are one of the main occupational health risks in Debswana The at risk groups include driver operators (transport, mining and treatment plants), and workers in engineering workshops. In addition, the occupational risk associated with vibration exposure may trigger the development of muscular skeletal related disorders due to whole body and hand arm vibration. Vibration exposure assessment was conducted to check effectiveness of the existing controls and the corrective actions were initiated to close the identified gaps. This led to the enhancement of the Ergonomic and vibration management programmes by including training/awareness, PPE issuance, and medical surveillance as some of the controls.

Figure 13: Ergonomic compliant Cabin Seat with armrest



Occupational Medicine

Medical services are provided to employees and local communities through the 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.

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 and Orapa hospitals are fully funded by Debswana and provide services to mine employees, their dependants and members of the public within Jwaneng and surrounding areas. The hospitals provide district-level care and functions as referral hospital to clinics within Jwaneng and surrounding areas. The hospital also operate 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.



Focus Area: Our Employees

Our Employees

We are a people-based organisation and we place great value in the development, wellness, and safety of employees. Achieving our demanding targets requires 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.

Strategic Priorities:

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

Human Resources Management

The Human Resources Strategy aims to develop a capable, skilled, engaged, purpose-driven and empowered workforce to meet organizational requirements now and tomorrow. It 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.

HR departments at each operation report 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.

A number of initiatives have been implemented since the start of COVID to address the issues arising from the changed ways of working since the start of the pandemic. These include peer-to-peer education programme to engender increased remote interaction between employees and increased engagement of employees by line managers/supervisors and departmental heads to address morale and workload issues. Additional communication platforms were established to augment existing remote engagement channels for both awareness generation, business updates/announcements, relevant information sharing and motivational messaging.

At 31 December 2021, there were 5,550 employees and 7,329 contractors working at Debswana. (2020: 5,494 employees and 6,882 contractors). Women comprised 22% of full-time employees at the end of 2021 (2020: 23%). 53% of employees work at OLDM operations, 39% at Jwaneng and 8% at DCC.

Debswana Employees as at 31 Dec 2021

Operation	Female	Male	Grand Total
OLDM	619	1956	2575
Gaborone Operations	127	132	259
Jwaneng	453	1637 —	2090
Group Projects	83	543	626



Figure 14: Debswana Workforce: Headcount - 2017 -2021

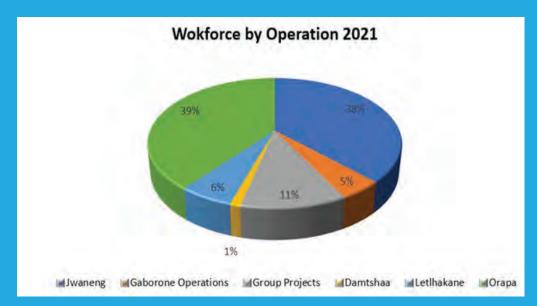


Figure 15: Debswana Workforce by Operation in 2021

People Transformation

People transformation is one of the pillars of Debswana Strategy 2024, with the goals of adequately resourcing the Company for its current and future business requirements. The organisational resizing includes a focus on optimising the Functional Leadership Operating Model and rationalising the workforce to achieve a lower labour cost-base without compromising service delivery.

Structures across the Company were reviewed to design a fit for purpose organisation for the future, reduce labour costs over time and create the agility and flexibility necessary for Debswana's transformation. The permanent closure of Orapa No. 1 Plant and Damtshaa Mine's care and maintenance programme were implemented under the State of Public Emergency and impacted 545 employees, with 272 of these allowed to voluntarily exit the Company.

Cost-benefit analyses were conducted to identify potential outsourcing areas and identify the most cost-effective models for operating mine schools, hospitals, township infrastructure, transport, aviation and other business support services. Out-

sourcing will be aligned with Debswana's Citizen Economic Empowerment Programme (CEEP) initiatives to benefit non-employees and, where possible, also absorb the impact of internal job losses.

Resource rationalisation and optimisation is estimated to impact 156 employees while the first phase of outsourcing is estimated to impact 205 employees.

Alternative employment models are being developed to accommodate the future workforce, including more flexible conditions of employment. Opportunities for work automation are being holistically considered as part of the Future Smart Connected Mines workstream. The rewards framework and philosophy is being reviewed to support alternative employment models and new ways of work.

Other people-related initiatives in the areas of skills development and employee relations were also progressed during the year.

Culture Change

Debswana's transformation goals require a culture change to enable the Company's shift to its envisioned future end state as a digitally driven business. Principles and behaviours around latent data monetisation opportunities and digital literacy need to be embedded into new ways of work. Work has commenced to develop the required foundation, which is intrinsically linked to the overarching Future Smart Connected Mines workstream.

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 are committed to the spirit of consultation and negotiation on matters of common interest. The Joint Negotiations and Consultative Committee (JNCC) provides a forum for engagement between the parties to foster cooperation and mutual understanding. An annual Relationship Building by Objectives (RBO) exercise addresses matters that adversely impact the relationship and explores ways to further strengthen the relationship.

The relationship with the BMWU was cordial during the year, with the Union expressing its appreciation of Debswana's support for employees during COVID-19, including the vaccination arrangements that were put in place in partnership with the Ministry of Health and Wellness. Wage negotiations in respect of 2022 were successfully concluded with the parties jointly agreeing to defer discussions on other matters to the first quarter of 2022.

The organisational resizing includes an employee relations (ER) transformation initiative to develop a new ER operating model, review policies and collective agreements, and create an alternative dispute resolution process. Consultations on the outcomes of this work will commence in 2022.



focus remains, where necessary, on the gradual replacement of international expertise with national expertise through the empowerment of citizens, including transfer of skills. Succession planning includes localisation of expertise. At the end of 2021, the percentage of citizen employees in the workforce remains at 99%. Damtshaa and Letlhakane Mines 100% achieved localisation followed by Jwaneng and Orapa with Projects trailing at 94%.

Localisation Rate for **Debswana Sites**

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

Skills Development

Skills development is a strategic focus across the Group, informed by needs analyses and gap assessments in the critical future skills required to achieve Debswana's strategic goals. The Skills Development Plan takes into account the influence of Industry 4.0 and includes a clear technology roadmap to retool our workforce and achieve smart mining, as well as cost-containment and operational targets.

Training programmes are designed 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. Initiatives address the development of both technical and management/leadership skills.

Training is delivered at the mines through accredited training centres and includes on-the-job training, refresher training, site simulation and multi-skill training. Programmes are being transformed to accommodate digital learning platforms and promote self-study in line with new ways of learning. Individual development plans are periodically reviewed and amended for feedback from the annual performance assessments.

Training and development 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.

The pace of training and development was affected by COVID-19 during the year, although customised virtual leadership training was rolled out that could be accessed from peers in the wider group.

Skills development resources include:

- An integrated Sustainability Resource Centre (SRC) that provides a combi nation of learning modes to enhance competence and skills development in safety, health and environmental (SHE) issues. Training includes a combination of seeing, doing and discussing of SHE concepts, and creates a venue for 'live' demonstrations that enable insight into the practical appli cation 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 nec essary to elicit desired positive behaviour and culture among employees
- The Orapa Technical College provides training programmes for apprentic es for Debswana mines as well as for other organizations across the coun try. It operates under the auspices of the Botswana Training Authority (BQA) and the Vocational Training Act of 1998, and is a registered examina tion centre for a range of international education providers.
- The Jwaneng Mine Training Centre is an accredited training provider with the BQA and a Debswana centre of excellence for Non-Technical training.



The centre has a modern library with internet access and four training rooms. It offers programmes in mining, engineering and ore processing as well as 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 at the end of 2021 was 67% against a threshold target of 60% and a stretch target of 65%. Ready now successor numbers improved as a result of the execution of targeted development activities that were identified during the Talent Reviews.

Talent Management

The talent management framework aims to ensure access to the required skills through a combination of skills development and acquiring skills in the market. Succession planning remains a priority area to identify readiness gaps and formulate plans to address these to develop identified successors to ensure that there is a strong pipeline of skilled candidates.

Individuals in succession pools were prioritised for the virtual training and development opportunities that were possible during the year. High-potential employees have been assigned to the various key workstreams established to deliver the Debswana 2024 Strategy to enable work-based development opportunities while conserving cashflow in lieu of funded training programmes.

A human resources skills development plan was established for Jwaneng underground mine development that includes skills development, skills procurement and borrowed skills. This varied approach is necessary due to the time critical nature of this key expansion project. As part of this effort, more secondment opportunities are being pursued to enlarge the pool of employees with underground exposure.

With the increased global demand for digital skills, we are working to identify and acquire these future skills.

Debswana Scholarship Programme

The scholarship programme is one of the key feeders of Debswana's graduate-level skills requirements. At the end of 2021, there were 36 individuals on the scholarship programme consisting of 15 females and 21 males. Of these, three are placed locally while the rest are in tertiary institutions in Australia, the United Kingdom and Canada. Five scholars are due to complete their programmes in 2022. One female graduate in surveying proceeded to a master's degree pro-



gramme following outstanding academic performance in Australia and she has also been enrolled on Rio Tinto's Graduate Development **Further** Programme. graduate development arrangements were secured for three graduates with other mining companies in Australia. Due to financial constraints imposed COVID-19, no new scholarships were awarded in 2020 and the cohort of scholarships planned for 2021 was deferred until conditions stabilise.

Diversity and Inclusion

Debswana remains committed to its pursuit of a diverse and inclusive workforce, which is an integral aspect of the Company's purpose to Make Life Brilliant and organisational our Debswana's values. Diversity and Inclusion Strategy is a key component of our Human Resources strategy and focuses on promoting representation in terms of gender, age, differently abled and family status while ensuring alignment with Group and strategic commitments.

The strategy sets goals to 2023 of developing, attracting and retaining 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.

Our diversity and inclusion aspirations have been significantly hindered by COVID-19 due the pandemic's impact on critical skills and roles, and the need to reposition business priorities to save lives and ensure business survival. With indications that the pandemic is abating, we are committed to recoverina lost ground to demonstrate progress Debswana's leadership across all diversity and inclusion indicators.

Gender

Our goal is to achieve 32% female representation at executive level and 30% representation across the workforce by 2024. High potential offered women are meaningful career advancement opportunities through promotions and recruitment, as well as by enabling talent mobility including through secondments and lateral moves.

At the end of 2021, women at executive level dropped from 24% to 22% as a result of key skills lost at senior leadership and executive levels, mainly due to COVID-19 impacts. Total women in the workforce reduced to 22% from 23% in 2020.

Age

Debswana aims to maintain a balanced workforce profile across the employable generational ranges. Age diversity in the workplace strengthens the workforce and increases innovation by bringing together different levels of experience, expectations, styles and perspectives. The needs of all ages are considered when determining the people strategy and are a kev informant of workforce and succession planning.

Disability

Debswana continues to formulate strategic partnerships with various organizations to



increase the employment of people with disabilities across operational sites. Facilities have been reviewed to improve accessibility and infrastructure for disabled and disadvantaged employees.

Family Status

flexible working Α framework is beina developed to support both family status and age diversity. Initiatives to support working mothers include nursing rooms at DCC as well as aftercare and holiday programmes.

Employee Wellness

Debswana's integrated employee wellness programme provides resources to empower employees to improve physical, their social and psychological wellbeing. Improved employee wellbeing is not only an end in itself but also improves safetv performance, reduces absenteeism and enhances productivity. Employee wellness initiatives are funded through the Wellness Fund, which is set up as an operational trust. governed by the Debswana Board of Trustees, which constitutes three management trustees and two employee trustees from the contributing companies. The funding rate for the Trust is set at 0.5% of basic salary and 0.5% of 60% of Total Package. This rate is reviewed and validated through actuarial survey reports. The Trust funded is by Debswana and other contributing companies. including Diamond Trading Company Botswana, De Beers **Group Sightholder Sales** and Morupule Coal Mine.

The Wellness Strategy comprises four pillars: HIV and Disease Management, Health Promotion and Management of Non-Communicable Diseases, a Psychosocial/Employee Assistance Programme and Financial Wellbeing. Debswana's employees and their dependents can access quality and affordable healthcare at the Group's two hospitals in Orapa and Jwaneng. A rewards programme is developed being drive behaviour change and promote uptake of initiatives by incentivising employees across

the four pillars.

COVID-19 management

Detailed procedures protocols and to manage COVID-19 remain in place at all Debswana sites, including critical controls of global standard. However, during the peak of the Delta variant surge, these on their own could not provide effective defences against infection spread, most of which was happening at community level. unprecedented number of Company and business partner employees were either hospitalised or in isolation during the July-August period, with workforce unavailability peaking at 65%. The reduced available workforce had to work longer shifts and overtime to maintain business continuity.

Proactive efforts were required to save lives. Medical teams from Debswana, De **Beers** Group and Anglo shared learnings healthcare management approaches and methodologies. At the height of the surge, local medical facilities reached full bed occu-



pancy at some points and arrangements were made for Debswana to have spill-over access to Anglo's medical facilities in South Africa.

Debswana worked closely with Diamond Trading Company Botswana and De Beers Group to create a combined vaccine funding contribution to the Government to procure Moderna vaccines. Debswana's contribution to the fund totalled P37.6 million during the year.

Improved availability of vaccines towards the end of quarter 3, together with Government's decision to include the mining sector for prioritised vaccination, significantly helped to stem the rate of infection spread at all our sites. At the end of 2021, 92% of Debswana employees were fully vaccinated and 96% were partially vaccinated. Debswana also provided vaccinations to members of communities in its various zones of influence. By year end, the programme had fully vaccinated 26,910 people with a further 24,790 people partially vaccinated.

Sadly, 41 Company and business partners' employees were lost to COVID-19 in 2021, most of whom passed on at the peak of the Delta surge during the winter period.

In addition to the significant impact of the pandemic on physical health, there was a marked increase in mental health issues. Debswana provides psycho-social support to employees and their dependents through the Employee Assistance Programme, which logged an unprecedented number of counselling cases for a variety of emotional wellbeing issues during the year. The Company also continued to provide other wellness support for employees in the form of preventative health initiatives, home-based care and ongoing overall support for affected individuals to deal with the effects of long COVID-19.

HIV & Disease Management

In 2001, Debswana became the first company in the world to provide anti-retroviral therapy to employees and their spouses living with HIV & AIDS. The comprehensive HIV & AIDS programme includes 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.

The programme includes 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, including in the delivery of the Masa programme, which increases access to Highly Active Anti-Retroviral Therapy (HAART) to Batswana. The Ministry of Health and Wellness supplies HAART to the two mine hospitals, which provide the human resources and infrastructure to

dispense HAART to over 30,000 people a year in the communities around the mines.

Debswana supports the United Nations Programme on HIV & AIDS (UNAIDS) 95-95-95 targets, and aims to achieve these by 2030 (2020 Report said by 2026). This requires that we test 95% of Debswana employees for HIV/AIDS, ensure that 95% of HIV positive employees are provided with treatment and 95% of those treated achieve viral suppression. Performance against target was 78% at the end of year 2021.

At the end of 2021, 1,092 employees, spouses and dependents were registered on the Disease Management Programme. The prevalence rate continues to decline from its high of 28.8% in 2001, reaching 15% at year end (2020: 17.3%). The HIV/AIDS related mortality reduced from 4.8% in 2001 to 1.0% in 2021 (2020:1.0).

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.

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.

The Health Age of employees is tracked as an indication of how certain lifestyle behaviours and medical factors affect employee life expectancy. The average Health Age of employees has increased by 1.4 years in the last five years (HRA Wellness Africa, 2017) 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%.

Psychosocial/Employee Assistance

Debswana offers a number of interventions to enhance employees' psychosocial wellbeing, including an Employee Assistance Programme (EAP), which is available to employees and their dependants. These initiatives help with the early identification, prevention and resolution of mental challenges and personal issues, which improves workplace effectiveness and supports productivity.

EAP service provision ranges from individual personal and intimate partner relationship problems, work related stress, gender-based violence matters and substance use. During the pandemic psychosocial counselling was provided to support employees and their dependents cope with Covid19 infection and coping with Covid-19 related grief. Supervisors are often supported with building relations in the workplace and developing skills to handle mental and emotional discomfort. The COVID-19 and Psychosocial toll free line for employees and dependants provides easy access to counselling and ongoing webinars include grief management.

The programme uptake for EAP in 2021 was as follows; -

- One on one sessions 1281
- Special Group 360 sessions 1730
- Awareness Sessions 1818

The most prevalent presenting issues was Covid-19 grief counselling followed by personal relationships and work related stress.

A mental health programme addresses areas including stress management, chemical substance abuse, building relations in the workplace and developing skills to handle mental and emotional discomfort.

Employee Financial Wellbeing Programme

The Sedimosa programme provides education and awareness to improve financial literacy, as well as debt management strategies and debt rehabilitation. It includes individual financial assessments to help employees understand their financial status. Sedimosa offers one on one consultations, financial literacy based on the BQA accredited programme, debt rehabilitations by completing a Power of attorney form that serves as consent and commitment by the client.

In 2021, the programme traned 2,217 people, held 240 one on one sessions and 40 employees entered debt rehabilitation.

A key challenge faced by the programme is the lack of national financial regulations, which has resulted in prolonged debt negotiations with the banks. Continued financial education is planned as to discourage employees from taking on debt again after exiting the programme.

The Sedimosa programme will be reviewed in 2022 through qualitative and quantitative feedback. Stakeholders and beneficiaries will be engaged to inform the best options to sustain employee financial wellbeing.

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 with 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: Our Communities



Focus area: Our Communities

Debswana is committed to mitigating and/or managing the short and long-term social, economic and environmental implications of its decisions across all its operations in compliance with relevant local legislation and, where possible, aligning with international best practice. Notably, the International Finance Corporation's (IFC) Performance Standards (PS) which provide widely accepted good practice approaches for organisational assessment, engagement and treatment of community-related impact issues.

Social Performance Management

Debswana has adopted the Anglo American PLC Social Way Programme as the framework to manage social risks and impacts, and to secure and maintain our social license to operate. The Social Way establishes social performance principles in six areas:

- -Deliver a lasting positive con tribution to communities
- Manage risks and impacts
- Respect human rights
- Engage with affected and interested stakeholders
- Empower vulnerable and marginalised groups
- Integrate social performance within relevant operational processes

Strategic priorities:

- -Sustainable livelihoods in host communities (including health and wellbeing)
- -Equal access to opportunities to women and girls
- -Improved education outcomes for Government schools in our host communities

The programme sets social performance requirements in ten areas that together ensure that policies and systems are in place so that:

- There is regular engagement with affected and interested stakehold ers;
- Adverse social impacts are avoided, prevented, and, where appropriate, mitigated and remediated; and
- Debswana maximises available development opportunities.

Establishing a timely and effective stakeholder identification and engagement process is important to help to understand the vulnerability of local communities and how communities might be affected by the organization's activities. A stakeholder engagement process both in early planning stages as well as during operations, can help establish lines of communication between an organization's various departments (planning, finance, environment, production, etc.) and key stakeholder interest groups in the community. This enables an organization to consider the views of community stakeholders in its decisions and to address its potential impacts on local communities in a timely manner.

Social Performance Assessment

In 2021, Debswana continued to implement The Social Way (Version 3.0). An assessment was undertaken to test performance against three-year transition plan targets. OLDM were assessed on 15 requirements while Jwaneng Mine was assessed on 13 requirements. The operations attained respective scores of 87% and 85% against a target of 80% for both. OLDM additional requirements related to Conflict Management and Land Access Displacement, as well as the Supplementary Resettlement Action Plan (SRAP).

Socio-Economic Development

Socioeconomic Development (SED) is the most demanding requirement of the Social Way. SED initiatives were delivered through seven pillars in 2021 and Debswana's performance in each of these areas during 2021 is discussed in the sections that follow.



Figure 16: Seven Pillars of Socio-Economic Development

Local procurement

Debswana's procurement policies promote 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 Batswana participate meaningfully in the development of the economy. Our approach to post-closure planning, enterprise development outside our supply chains and workforce development support the Government of Botswana's drive to diversify the economy away from mining in a setting where there is a high level of unemployment in rural and urban youth.

Debswana's enterprise and supplier development programme supports and capacitates citizen contractors and small, medium to micro enterprises



(SMMEs) to take up emerging procurement opportunities within Debswana's value chain or across Botswana's mining industry.

Debswana's CEEP strategic KPIs are to deliver a shared citizen spend value of P20 billion and create 20,000 jobs by 2024. Cumulative citizen spend (companies with more than 50% citizen ownership) from 2019 to 2021 is P7.8 billion. In 2021, the programme allocated spend to citizens of P3.2 billion compared to P2.2 billion in 2020. This was mainly driven by expenditure on geotechnical works, civil works, installation of Debswana's long-term evolution (LTE) network, Jwaneng Mine slope support works and Jwaneng Mine Cuts 7, 8 and 9 production drilling.

Initiatives to drive local procurement across a broad base of citizen companies include:

- Certain goods and services are reserved for citizen-owned companies, including in core business elements such as production drilling and crushing of aggregates.
- Where practical, project scope or order volumes are broken down to manageable sizes for SMMEs to participate.
- Invitations to tender are advertised in local newspapers and explicitly invite citizen-owned companies to apply.
- Monitoring the number of orders/contracts given to each service provider to ensure that more companies stay active and create or retain jobs.
- Debswana engaged with banks to provide funding for citizen-owned companies to enable them to take up emerging opportunities in Debswana's supply chain.
- We also engaged with original equipment manufacturers (OEMs) to secure primary and support equipment, training, maintenance and technical support so that citizen-owned companies can access the equipment they need to fulfil tender requirements.
- Procurement price preferential (PPP) margins align with the EDD to give citizen-owned companies preference.
- Orders and contracts of less than P10 million are preferentially allocat ed to citizen-owned companies where practical.
- We encourage our first and second tier suppliers/contractors to sup port CEE and require them to employ and develop Batswana as well as support citizen-owned SMMEs and the local community.
- Foreign companies that do business with Debswana are encouraged to set up local production facilities to create jobs and develop skills in Botswana.

Debswana purchases around 80% of goods and services locally. Procurement spend with citizen-owned companies has increased significantly over the last five years and in 2021 rose to 37%.



Enterprise Development

Debswana's enterprise development initiatives support the development of local entrepreneurs by providing entry into the mining supply chain. Our enterprise, supplier and youth development initiatives are primarily implemented through Tokafala, a partnership between the Government of Botswana, Anglo American, De Beers and Debswana. Tokafala provides comprehensive support to entrepreneurs, youth and SMMEs by providing business mentoring, business management and business plan development advice, selective loan financing and market access.

The OLDM has the potential to develop an effective enterprise development programme by linking activities to existing and planned mine-led developments such as the Game Park and Business Park development, and Diamond Museum development, as planned OTBT activities, and by building on the assets in the Zone of Influence for economic diversification. Building on the mine closure socio-economic studies which pointed to manufacturing, commercial farming and tourism as the key viable growth areas, the OLDM will undertake a feasibility study to map enterprise development potential in the Zone of Influence. A programme of enterprise development support would then be developed to match the needs and assets of the area. The mine will further work with Tokafala to implement site level programme support. This will include readiness programmes for preparing SMEs towards becoming suppliers for the mine and other institutions.

Tokafala Enterprise Development Programme

During COVID-19, Tokafala continued to support participants and adopted a blended support strategy to enhance participant's engagement, focus on survival and provide information on how to keep going despite the economic challenges. Support included alternating virtual and in-person mentorship where possible. Tokafala worked with clients that required assistance to help them access the COVID-19 industry support facility from NDB and CEDA.

Tokafala Local Supplier Development

Tokafala's Phase 2 programme was scheduled to be completed at the end of 2021, however, the Tokafala Board extended this to March 2022. During 2021 Tokafala focused on creating further impact in the small to medium enter prise sector to assist its recovery from COVID-19, particularly youth entrepre neurs.

The anticipated focus for Phase 3 of the programme is anchored around digi tisation and e-commerce in the following key areas:

- Expanding supplier development in mining and formulating a model to support start-ups.
- Scaling up manufacturing, leveraging the localisation of protective clothing manufacturing to replicate this in other sub- sectors.
- Supporting youth business to enter targeted business sectors.

These aspirations will be linked to Debswana's overall citizen economic em powerment programme to the extent possible.

CEEP IMPROVES FORTUNES FOR LOCAL COMPANIES LIKE RIVOLIYER



The business received a merit-based **lucrative** tender from Debswana and things have been improving since.

Rivoliyer is a growing business which specialises in the supply and management of earthmover tyres, rims and chains. It has two Directors, being Gaolatheope Gomosie and Emmanuel Bhuka. The business's value chain includes sandblasting, non-destructive testing and painting on the rims, supply and repair of portable pneumatic and hydraulic tools (torque tools, impact tools, jacks, and hydraulic presses). This also includes the supply and repair of nitrogen plants and Kaeser compressors that are also used on the tyre bays.

At four years old, Rivoliyer's unforgettable journey with

Debswana began in 2019 when the company was identified as a worthy CEEP candidate before it landed a profitable contract with OLDM. "We have been with Debswana for only a year; we benefited firstly by being awarded the contract and being funded at low interest payment rates," Bhuka notes. By Bhuka's own admission, prior to Debswana's intervention, Rivoliyer's annual turnover was nil. "We are now at around P12m after a year of business!"

Bhuka says when Rivoliyer went to tender in 2019, the company met challenges beyond global control. "We suffered financial setbacks even though we were funded because our tender was only awarded in September 2020," he explains. "The project started a year

after tendering and at the same time it was months into the COVID-19 era which had great implion pricing cations imported products and general lively hood."

However, the business's fortunes turned around, thanks to Debswana's belief in Rivoliyer's capabilities to deliver. Having started with 36 employees, the company now employs 42 people.

In the spirit of paying it forward, Rivoliyer has already started programme empower to women and support youth. It currently has one woman being trained as the first Motswana tyre technician; she is expected to qualify by 2025. "The next opportunity for a tyre fitter to be employed.

Memorandum of Understanding with LEA

Debswana entered into a Memorandum of Understanding (MOU) with the Local Enterprise Authority (LEA) to advance enterprise and supplier development opportunities for SMMEs in Debswana's Zone of Influence and among current and potential suppliers. This MOU followed the success of a previous partnership to deliver face masks for Debswana employees and frontline workers to assist in the fight against COVID-19.

Debswana has since requested LEA's assistance in advancing projects such as the proposed glass crushing and Kgetsi Ya Tsie projects. It is envisaged that more ventures will be initiated between the two entities with the signing of the MOU.

Memorandum of Understanding with LEA and Technoserve

Debswana partnered with LEA and Technoserve to launch a supplier development programme to contribute to CEEP by linking buyers and suppliers to facilitate commercial transactions. The programme aims to capacitate local businesses to become suppliers of any large business and provide access to market opportunities to reduce dependency on a single buyer. It also afforded Batswana SMMEs an opportunity to produce PPE for Debswana and 34 tailors were enrolled as part of this citizen empowerment drive. Participants received training on business management, conducted a benchmarking visit to a PPE factory and pariticipated in workshops on PPE standards and guidelines (involving BOBS, Dept. of Safety & Health and Department of Mines).

Collaborative Regional Development

The Collaborative Regional Development programme is, at its core, a catalyst forchange in the Debswana's Zone of Influence communities, and sets out to promote larger scale, long-term development, through a cross-sectoral, multi-organisational partnership with other relevant stakeholders. Its partnership oriented lens focuses on both local and regional development over a short, medium and longterm horizon, in alignment to the Mine Closure Plans. The CRD framework for Jwaneng and Letlhakane, developed by the Ergo Strategy and University of Botswana group in 2021, aims to develop a regional roadmap to support diversification, identifying economic opportunities complementary to mining and triggering a process of jobs generation and investment.

Strengthening Youth Development Through Enterprise (STRYDE)

The STRYDE programme is a result of a strategic partnership between Debswana, Anglo American, De Beers and the Botswana Government. The partnership seeks to realise the empowerment of youth citizen enterprises, in particular Small, Micro and Medium Enterprises (SMMEs).

In 2021 the STRYDE programme continued operation in the new hubs in Maun and Gaborone.



Value Chain Analysis

The value chain analysis, which included evolution of sub-sectors of six (6) industries (Horticulture, Apiculture, Morula, Apparel, Tourism and Mining), was conducted. Of these Tourism, Mining and Apiculture were identified as having the most potential in terms of their scope of impact, market dynamics and fit with Tokafala's competencies. An intervention plan in these three industries is being developed in order for Tokafala to unlock value and deliver the Phase II deliverables.

Tourism Value Chain Programme

The Tourism Value Chain was successfully launched in November 2020, jointly with key strategic partners (HATAB-Hospitality and Tourism Association of Botswana (HATAB) whose role is policy advocacy, Botswana Tourism Organisation (BTO) whose focus is marketing the tourism industry, other tourism associations) and the Tokafala financial partner, ABSA Bank. LEA has also assisted in the facilitation of the enrolment of the tourism participants.

The first workshop was conducted in November, both in Maun and Kasane. Capacity building for 74 participants (37 in Maun and 37 in Kasane) in the tourism value chain has commenced. Participants continue to be assisted to apply for working capital loans under the tourism industry support fund managed by the National Development Bank.

Local employment

Debswana prioritises local employment and aims to build the skills of citizens of Botswana in our operations. We require suppliers and contractors to preference citizens of Botswana in employment and procurement opportunities, and to play an active role in corporate social responsibility programmes. In 2021, more than 95% of employees at our operations are citizens of Botswana.

Employee volunteering

Debswana's Employee Volunteerism Policy formalises our support for employees who volunteer their skills and time to various socio-economic development programmes and to mentor and coach citizen suppliers.

The sections below showcase some of the highlights of Employee Volunteering Programme.

Highlights of Debswana's Employee Volunteerism Programme



EMPOWERING THE GIRL CHILD

Jwaneng Mine Cut 9 Employee Volunteerism

Building sustainable and healthy communities that will excel beyond mine closure will require Jwaneng Mine employees and Business Partners to implement robust community interventions.

As a business, we remain dedicated to delivering on this at every possible opportunity.

In this vein, Jwaneng Mine Cut 9 team and the HATCH EPCM Africa team recently donated sanitary pads to underprivileged girls at Mogale CJSS in Maokane Village within Jwaneng Mine's Zone of Influence (ZoI). The collaborative effort sought to help further empower the Girl Child, leveraging the

passion and spirit of employee volunteerism.

Jwaneng Mine employees commit to playing a significant role in the community and to being active corporate citizens by sharing resources and creating partnerships that create sustainable value and impact. Through individual dedication and commitment, and a collective sense of purpose, the Cut 9 team collected contri-P106.00.00 butions of towards this effort. This truly is an example of living the Debswana Value of Show You Care. In their endeavours to support the Government's initiative on citizen economic empowerment, the Cut 9 team purchase local manufactured

pads,
"Iron Lady," from Euclea
Crispa, a proudly
Botswana business.

When officially handing over the sanitary pads, Cut 9 **Operational Readiness** Manager, Obed Atlhopheng, shared that project identified Mogale CJSS as the beneficiaries of their philanthropic gesture in the hope that the Girl Child beneficiary will be comfortable and without distractions during her monthly cycle.

He informed the students that the best gesture of appreciation they can give the donors would be good academic results.

He promised them that a donation that caters for

boys and teachers would be considered in the future as well. School Head, Mr. Gaboiphiwe, gave a heartfelt vote of thanks to all. He was grateful to the Cut 9 team for choosing them as beneficiaries and mentioned that this noble gesture will assist in school attendance for the girl child during her monthly cycle as well as increased selfesteem for the girls. Similarly, Guidance and Counselling Teacher, Ms. Tshukudu, applauded the Cut 9 team for the donation.

The Cut 9 team and HATCH EPCM Africa employees look forward to contributing more in the future, especially through other initiatives that will include the Boy Child as well.



ORAPA MINE HOSPITAL STAFF SUPPORTS STUDENTS

In the midst of fighting the COVID-19 storm, Orapa Mine Hospital staff considers the less privileged. The team recently donated toiletries and masks to students of Makgadikgadi CJSS in Mosu village.

According to Dr. Eustice Motshome, Senior Dental Officer who led the Health Services team to handover the items, this is an annual initiative of living Debswana Value of Show We Care.

Every year, OMH identifies a different beneficiary. "The target school for the year 2021 was Makgadikgadi CJSS in Mosu, roughly 105km from Orapa," he says. The healthcare workers of OMH bought a total of 146 packets of masks, 123 toothpastes, 163 packets of sanitary pads, 68 toothbrushes and 110 bathing soap bars to the tune of roughly P15,000.00."

Dr. Motshome said it is OMH's desire to assist

those who are underprivileged in the community, instill a sense of hope, and uplift their self-esteem. "In living the Value of Show We Care,

THE TARGET SCHOOL **FOR THE YEAR 2021 WAS MAKGADIKGADI CJSS IN MOSU, ROUGHLY 105KM** FROM ORAPA,





Branding of some of the Business Partners at the event

EMPLOYEES DONATE TO NATA RURAL AREA

LDM's Mining department and their Business Partners have donated goods worth P648,000 to Nata Rural Area Dwellers (RAD's) hostel. The gesture was a socio-economic volunteerism initiative through Debswana's Employee Volunteerism Procedure.

he Procedure encourages employees to volunteer and build stronger linkages and partnerships, especially with external stakeholders, to advance the Debswana's purpose of turning diamond dreams into lasting reality.

The goods donated included 10 mattresses, 13 irons, ten 48kg cylinders filled with gas, two television sets, a printer, book shelves, 10 sets of bed sheets and many other items. According to OLDM Senior Mining Manager, Pabalelo Nkhwalume, employees and Business Partners put these resources together from their own pockets. They raised money in order to deliver this donation.

The Mining department identified Nata RAD's hostels as recipients of this goodwill gesture. From the total amount,

P348,236 WAS SHARED IN THE FORM OF A CHEQUE DONATED BY ONE OF THE BUSINESS PARTNERS, BAR-LOWORLD EQUIPMENT, TO BE USED TO MAINTAIN THE FACILITIES."

P348,236 was shared in the form of a cheque donated by one of the Business Partners, Barloworld Equipment, to be used to maintain the facilities.

The hostel has 221 children, 124 boys and 97 girls of ages ranging from seven to 16 years settlements surrounding from Nkhwalume said the goods would help uplift the children's living standards and improve the school's teaching and learning.

appreciating the gesture, Tutume Sub-District Council chairperson, Anthony Chebani, said, "What Debswana employees and their Business Partners have done has not only brought joy to the recipients, but is also a reminder to everyone of the impact the company has all round to the Nation."



External Capacity Building

External capacity building Debswana's mines, suppliers and contractors help to develop external capacity at local institutions in their zones of influence. These include local authorities, other government entities and community structures such as community policing clusters, traditional leadership, public security officers and members of local town councils. Initiatives also provide support to help local communities to use their existing resources optimally.

Performance was disrupted by COVID-19.

Highlights of External Capacity Building



The scourge of Gender-Based Violence (GBV) continues to wreak havoc in communities throughout Botswana, with the Boteti District recording an even higher number of cases since the onset of the COVID-19 pandemic.

The scourge of Gender-Based Violence (GBV) continues to wreak havoc in communities throughout Botswana, with the Boteti District recording an even higher number of cases since the onset of the COVID-19 pandemic.

OLDM continues to stand in support of a community campaign to combat GBV in Orapa and Boteti as a whole, with various strategies to raise awareness on GBV. In a bid to combat and eradicate GBV, Debswana OLDM is in partnership with the Botswana Police, Botswana Police, Orapa Ministers Fraternal, Orapa's community leadership and the Orapa community at large to show support and help ensure positive outcomes from the campaign in eliminating GBV in the community.

Following the successful Denim Campaign, Orapa Public Library Volunteers organised and launched yet another effort on the 29th of May 2021, dubbed the 'Orapa Against Gender-Based Violence and Rape.

Awareness Motorcade.' The main objective of the event was to heighten awareness on GBV, in accordance with Debswana's zero tolerance of any acts that infringe of human rights of individuals, including vulnerable groups. The effort saw a motorcade through-

out the town through which messages on GBV were shared via a public address system. The motorcade ended at Itekeng Stadium where various delegates attended, with key stakeholders delivering moving speeches.

Some of the attending delegates included the General Manager of OLDM, Bakani Motlhabani; Orapa Police Station Commander's Representative, Ms. Lorato Kau; Orapa Ministers Fraternal Chairperson, Apostle Moffat Ranthatsa; Orapa Councillor, Hon. Chilume Balopi; and representatives of the Botswana Mine Workers Union.

When delivering his speech, Motlhabani implored the country to rethink on GBV and act collectively to stop the practice in which perpetrators of GBV are often the ones who are protected by society, while victims are left exposed to situations of further possible violence against them. "Perhaps even more alarming than the continuing surge in GBV cases, is the fact that this atrocious infliction of physical and emotional distress on fellow human beings continues to be concealed in silence while victims are victimised and perpetrators are shielded from the long arm of the law," Motlhabani said. "As Debswana leadership, we believe that a GBVfree community is key to delivering some of our noble policies which include a work environment that is free of bullying and harassment and a

workforce that it switched on and committed to zero harm in the workplace."

He continued, "A concerted effort by everyone, from the basic family unit right up to National level, is the only way we can, as a nation, successfully win the war against GBV. Debswana cannot do it alone.

The Police cannot do it alone. Our traditional and community leaders cannot do it alone. Not one individual can win the war against GBV alone. As an organisation, we challenge the Orapa community, Boteti District, the country and indeed the world as a whole to speak out against Gender-Based Violence or any forms of violation of people's inalienable human rights enshrined by National constitutions and the Universal Declaration of Human Rights, which Botswana is a signatory of."

Well done to all making an effort to change the narrative of GBV in Botswana. Let us all encourage the various communities in Botswana to come up with working prevention and intervention initiatives that will stamp out GBV and create a conducive environment that is free and safe for everyone. This is especially vulnerable groups including children, women, the elderly people and future generations. Here is to a GBV-free Botswana soon and forever!

SHOWING WE CARE IN COVID-19 AND BEYOND

A P25 million contribution towards a co-funding initiative with the De Beers Group and DTCB for the procurement of the Moderna vaccine by Government

Debswana, as Botswana's long-standing vehicle for development since its establishment in 1967, was well-positioned to support Government in steering the ship through troubled waters during the pandemic.

Together with Business Partners being De Beers Group and DTCB, a major contribution has been made towards the National COVID-19 response, monetarily and indeed beyond this. Both Jwaneng Mine Hospital and Orapa Mine Hospital were availed in various ways to support efforts in managing the pandemic in the Jwaneng-Mabutsane and Boteti districts respectively.

Debswana invests over P160 million annually in the provision of healthcare services for communities around the Mines and beyond. Mine hospitals serve a combined patient population of over 200,000 every year and are accredited with the not-for-profit Council for Health Service Accreditation of Southern Africa (COHSASA), a reputable internationally accredited health standards body. Their role in the Nation's healthcare journey is incredible.

Over and above the P25million contribution towards vaccine procurement, Debswana has to date spent approximately P30 million through its operations and Hospitals, bringing the total spend to approximately P50 million. This includes procuring related medical supplies, PPE, testing equipment, converting some of the accommodation facilities into isolation centres, as well as pandemic educational materials and communication platforms. In addition, Mine Hospitals also serve as district referral hospitals in partnership with the Ministry of Health and Wellness.

Synergies on Infrastructure Use

Wherever possible, Debswana from extend the positive benefits of infrastructure projects tocommunities in our operations' zones of influence.

Jwaneng Mine

Provides water to the Water Utilities Company at a subsided cost, for the Jwaneng and Sese communities.

- Provides health care services to mine employees, communities in the mine's zone of influence, and to those who have been referred (usually within a 200km radius) by other medical practitioners.
- Jwaneng hospital provides Jwaneng District Health Management with access to the hospital's diagnostic imaging (x ray and ultra sound), laboratories, equipment reagents.
- · Hospital employees help to develop the capacity of local health care workers.
- · Jwaneng Mine has a role in the District Disaster Preparedness and Management Team
- · Jwaneng Mine makes its recreational facilities available to the public.
- · Jwana Park is open to the public

OLDM

- The Orapa mine hospital provides outpatient care to both employees and community members, and hospital employees help to develop the capacity of local health care workers.
- Boteti District Health Management has access to laboratories, equipment and reagents at the hospital.
- · Boitekanelo Clinic in Orapa provides health outreach services to communities in the zone of influence, including informal settlements
- · The Orapa Fire Department responds to local veld fires, road accidents, floods and other emergencies and is part of the District Disaster Preparedness and Management Team.
- Sports facilities including Itekeng Stadium and the sports hall are used by local schools and sports clubs in the zone of influence.
- OLDM's infrastructure development (roads, water, electricity, and sewage reticulation) are used by communities within the zone of influence.
- Orapa Game Park and the Museum proceeds ploughed back into community

An education baseline study was commenced in 2021, that ran to the end of the first quarter of 2022. The study seeks to assess requirements to improve the performance and development of future skills at targeted Government schools within Debswana's zones of influence.

We have set goals for the next five years and beyond to improve the health and wellbeing of Debswana's host communities to enable them to be healthier, resilient and productive. The main community health focus since 2020 has been prioritising COVID-19 intervention and in 2021, support for host communities included COVID-19 testing, vaccination, awareness and outreach programmes. Our future community health initiatives will be informed by the health baseline survey done in 2019.

Highlights of Synergies on infrastructure use





Jwaneng Mine has embarked on an intensive COVID-19 vaccination drive aimed at attaining the level of vaccination required to achieve herd immunity in Jwaneng and surrounding villages. The initiative will also assist Government in reaching National vaccination targets.

To implement the mass community vaccination drive, the Mine has set up a walk-in clinic at the Jwaneng Central Business District (CBD). This provides for a high vaccination pace and coverage, further bolstered by education and activations in town. Speaking at a Jwaneng CBD activation, Her Worship the Mayor of Jwaneng, Olga Ditsie, lauded the Mine for being a responsible corporate citizen. She further appealed to members of the community from Jwaneng and surrounding villages to take advantage of the initiative and get their jabs.

Highlighting the need to accelerate the pace and coverage of vaccination, Jwaneng Mine General Manager, Koolatotse Koolatotse, said, "The situation demands that we all assume a leadership role and, as Jwaneng Mine leadership, we took a stand that "No One Will Lose Their Lives To COVID-19." The stand speaks to our employees, Business Partners and host communities. To date, 99% of Jwaneng Mine employees and Business Partners are fully vaccinated. We do not live in a vacuum, and so we are intentional about making life brilliant for communities around our operation. To achieve mass vaccination in a short space of time, we have added a walk-in clinic to our Debswana Club vaccination site. This will help us reach community herd immunity of 90% by December 31st 2021."

Through the initiative, the Mine has administered more than 1,000 COVID-19 jabs since November 12 2021. The next phase of the campaign will see Jwaneng Mine vaccination team visiting villages around Jwaneng and setting up walk-in clinics. The initiative is being done in partnership with Jwaneng District Health Management Team (DHMT).





Debswana Diamond Company, as Botswana's long-standing vehicle for development since its establishment in 1967, was well positioned to support its shareholder Botswana Government in steering the ship through troubled waters during the pandemic.

Together with business partners, De Beers Group and DTCB, a major contribution has been made by the group towards the national COVID19 response. Of particular focus in this response is Debswana's long existing mine hospitals, the Jwaneng Mine Hospital and the Orapa Mine Hospital, which were both availed in various ways to support Government efforts in managing the pandemic in the Jwaneng-Mabutsane and Boteti districts.

Debswana invests over P160m annually in the provision of healthcare services for communities around the mines and beyond. Mine hospitals serve a combined patient population of over 200,000 every year. It is also worth noting that the mine hospitals are accredited with the not-for-profit Council for Health Service Accreditation of Southern Africa (COHSASA), a reputable internationally accredited health standards body.

COVID RESPONSE ROADMAP SINCE 2020

Over and above the recent P25 million contribution in the Group of Companies' donation towards government's vaccine procurement, Debswana has to date spent approximately P30 million through its operations and hospitals to fight the COVID-19 pandemic, bring its total spend towards the COVID response to approximately P50 million. This includes 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. 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 at all times.



Other funds and efforts were spent on:

- 1. Over P14 million toward capacitation of Debswana Operations and hospi tals for COVID-19 response through;
- Re-allocation and streamlining of hospital services at both Jwaneng and a. Orapa towards COVID-19 treatment and patient care.
- Availing funds, facilities, and Company employees to assist the District b. Health Management Teams.
- c. Enabling Government to convert some district clinics into COVID-19 treat ment centres.
- Re-deployment of mine hospitals' ambulances to support wider health d. care efforts around the communities: Jwaneng (two ambulances) and Orapa (one ambulance).
- Provision of water and sanitisers to the Company's impact communities. e.
- f. A P340, 000 cash donation to the Boteti District Development Manage ment Committee (DDMC) to purchase masks, gloves and other medical supplies.
- Provision of porta cabins for a period of six months to a clinic in Jwaneng g. and another in Mabutsane to house health personnel (eight rooms in Jwaneng and 16 rooms in Mabutsane.
- Establishing Vaccination Centres at all of Debswana's three operations. 2.
- 3. A P25 million contribution towards a co-funding initiative with the De Beers Group and DTCB for the procurement of Moderna vaccine by Botswana Government

ASSISTANCE TO COMMUNITIES DURING COVID-19 PANDEMIC Debswana's "Building Forever" mandate, which is part of the Debswana 2024 Strategy, is premised on building livelihoods through enterprise and supplier development support, providing access to education and skills development, involvement in initiatives aimed at achieving health and wellbeing for the host communities in the areas of operation. The following have been rendered on an going basis to communities:

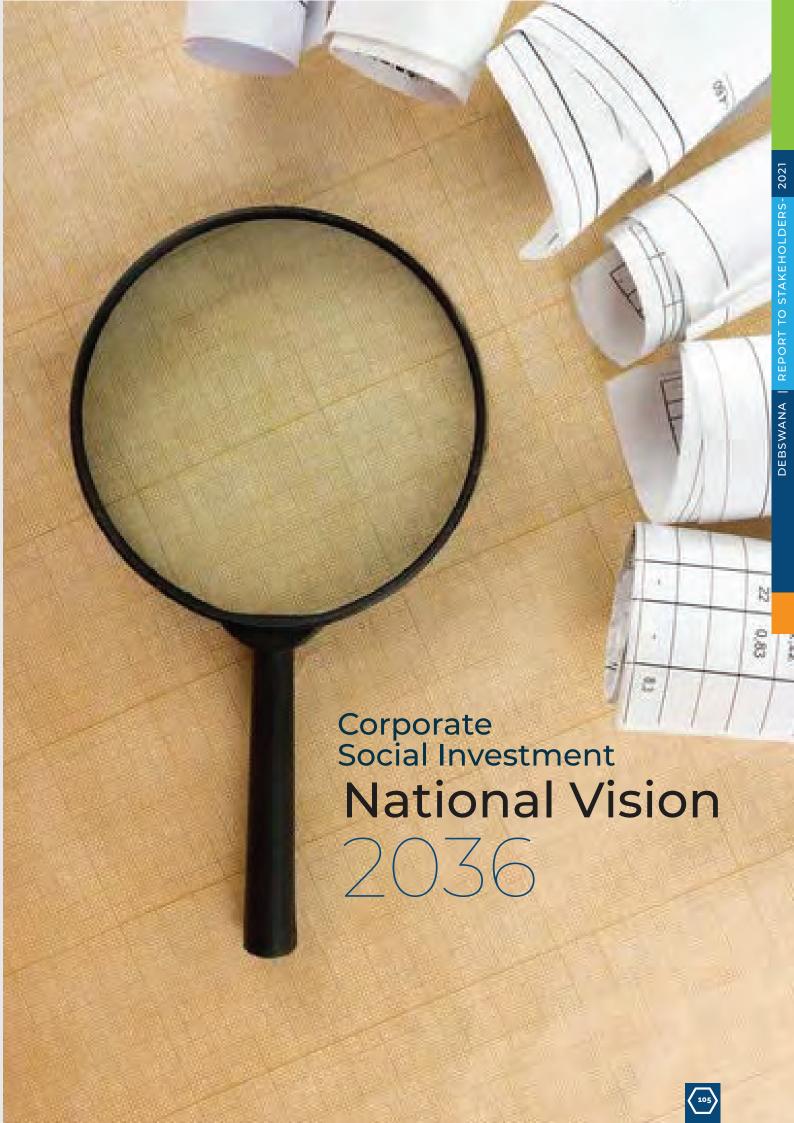
- Inpatient COVID-19 care
- Availability of isolation centres in Jwaneng and Mmatshumo village in
- Donations of; food hampers, vehicles for contact tracing, thermometers, pulse oximeters, blankets, masks, sanitizers and more to communities in areas of influence
- Provision of PPE to clinics around Jwaneng-Mabutshane and Boteti dis tricts.
- Regular provision of testing kits, Personal Protective Equipment
- Participation in rapid response teams to facilitate adequate resourcing and training
- Multi-stakeholder COVID-19 meetings involving community leaders to share information, COVID-19 health and psychological advice provision
- Provision of oxygen
- The construction and commission of Letlhakane Maternity Wing in Boteti
- Partnerships with District Health Management Teams (DHMT) in respec tive regions of operation



Through Debswana's value of "Show we care" and Social Way principles; Community Health and Safety Management, employees have carried out initiatives through 'Employee Volunteerism' including; goodwill donations and other in-kind gestures such as mentorship, psycho-social support to communities

Debswana is confident that with the continued private sector support to Government and ongoing receipt of COVID-19 vaccines in-country, the country will reach the desired national herd immunity times.





Corporate Social Investment (CSI)

Debswana's Social Performance programme includes a focus on CSI, which is implemented through the Social Way Framework. 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.

Debswana supports 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. Organisations supported are required to demonstrate management capacity with clear governance, leadership and accountability. We also consider other initiatives depending on the risks, issues and socio-economic opportunities identified during a capital project's feasibility phase stakeholder engagement and risk workshops. The strengthened community engagement gained by implementing the Social Way over the last six years and the detailed socio-impact assessments conducted have improved our understanding of community needs.

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

Debswana responds 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 Living with Disabilities:

Projects in this area 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.



Summary of CSI Spend

Implementation of the new CSI policy (approved by the Board in November 2019) continued in 2021. In 2021 CSI expenditure for Debswana amounted to P13 million (2020: P10 million). This is an increase of P3 million from the previous year's expenditure due to recovery from the Covid 19 slump. Over and above the business also provided additional funds that were used on COVID-19 Community Response Plans.

Current CSI Projects

The following projects were completed during the year:

- Sponsored the Botswana Football Association First Division League (P2.6 million).
- Sponsored local talent development through the Botswana Chess Federa tion (P0.3 million).
- Facilitated a psycho-social programme to address social ills in Boteti (P869.575.00)

The following projects were carried over from 2020 and completed in 2021:

- Constructed a fully equipped clinic for Maboane Village and environs (P12.4 million).
- Constructed multi-facilities for Bowasetso Community Park at Gaborone Phase 2 (P4 million) (what is the status?).
- Constructed four classrooms at Sese Primary School near Jwaneng Mine (P2 million).
- Provided sanitary pads, solar lamps and books for learners in OLDM and Jwaneng Mine zones of influence (P1.5 million).

Projects commenced in 2021 and ongoing include:

- Localising PPE manufacture for Debswana's operations with various citizen service providers throughout Botswana (P4 million).
- Upgrading Mokopi Conservation Park in Boteti (P1.3 million).
- Preserving the Mmalekwa Cultural Heritage Site, a Ngwaketse heritage site of historical significance in Kanye (P1 million).
- Sponsored the Orapa, Letlhakane and Damtshaa Mines Diamond Dreams Awards to recognise top performing schools, both students and teachers (P0.5 million).
- Sponsored the Jwaneng Mine Diamond Dreams Awards to recognise top performing schools, both students and teachers (P0.6 million).
- Constructed classrooms for students with special needs at Tsienyane Primary School (P4 million) against budget of P4.750.000.





Corporate Social Investment Highlights





DEBSWANA PARTNERS WITH CHOSEN PADS AND NOW FOR THEM TRUST TO DONATE SANITARY PADS AND SOLAR LAMPS TO IMPROVE EDUCATIONAL OUTCOMES

There are a number of key things that can be considered basic necessities to life and indeed to one's ability to remain productive.

Two examples of these are access to menstrual hygiene products for girls and women, and electricity. They are integral to wellness, productivity and performance, be it at home, work or school. Debswana's partnership with Chosen Pads and Now for Them Trust seeks to bring greater progress in this regard. This is through rolling out reusable hygienic sanitary pads as well as solar lamps to disadvantaged communities throughout Botswana.

Sanitary pads

The dignity of the girl child is an imperative, given that for some who are less privileged, the monthly natural occurrence can be quite a traumatic experience. Prioritising easy and affordable access to hygienic sanitary pads allows the girl child to continue with her life and education uninterrupted, and protects her from unnecessary embarrassment. The donation of 1,818 reusable sanitary pads will help to reduce school days missed and the use of unhygienic makeshift products that can cause health complications. "Accessibility of sanitary pads is key," Wellness Coordinator for Jwaneng Mine, Rosemary Siwela, says. "Unavailability of such would result in poor hygiene and shame. Basically, life stops."

Solar lamps

At least 2,000 learners in Jwaneng Mine's catchment will be able to improve their studies and grades, thanks to the donation of solar-powered lamps. Households will also benefit from the initiative. Chief Education Officer Mr. Molelowamodimo also commended Jwaneng Mine's commitment to promoting educational development. "The schools in our districts are faced with dire needs, some of which are visible and some of which are not," he says. "With projects like these, one changes our environment, improving the welfare and dignity of our students." Jwaneng Mine has developed numerous education initiatives for the region in the past. This includes the Debswana Government School Programme Diamond Dreams Academic Awards (DDAA); and GirlEng which raises awareness of Science, Technology, Engineering & Mathematics (STEM) careers to girls at an early age.





MMALEKWA HERITAGE SITE COMES ALIVE

Debswana's undertaking to preserve Botswana's cultural heritage sites is informed by our sustainability pillar on Conservation and Biodiversity. This has been succinctly demonstrated by Jwaneng Mine's PIm donation towards the refurbishment of Malekwa Cultural Heritage Site, whose origins are traceable all the way back to the early colonial epoch.

At Mmalekwa cemetery lies contemporary associates of Robert Moffat who were instrumental in translating the English Bible into Setswana as well as Reverend Thom Brown, who was the first missionary to author a Setswana dictionary. Therein also lies members of the Bangwaketse Royal Family, colonial era settlers, British Army officers, pre-Independence era administrators and missionaries of the London Missionary Society who introduced Christianity and modern day literacy to Batswana.

The improvement of Mmalekwa Cultural Heritage Site was born out of a joint partnership between Jwaneng Mine as the funding partner, Mmalekwa Trust Committee and the Southern District Council. The Plm injection will go towards the construction of a Resource Centre (fully furnished with an Information Office, Digital Library and Audio-Visual Material), a perimeter wall (with access pathways within the cemetery and planted trees) and an ablution block.

Jwaneng Mine Sustainability Committee Chairperson, Dr. Kegomoditswe Maphane, says the project is one example of the close and enduring relationship that Debswana has with communities through its Corporate Social Investment (CSI) Programme as overarched by our Show We Care Value. "The decision to invest in this project was not laboured because through the Social Performance Framework, Jwaneng Mine

has embedded the management of cultural heritage into its internal processes for purposes of continuity, partnership, knowledge sharing and sustainability," Maphane explains.

Maphane advises the Kanye community to preserve and pass on the heritage to succeeding generations. "I urge the community of Kanye to take care of Mmalekwa Cultural Heritage Site," he says. "It is therefore incumbent upon all of us here to make sure that we protect the facility and use it optimally to benefit many generations to come."

To preserve the rich heritage of Mmalekwa cemetery as a historic tourist site, linkages to other tourist attract sites including Mogonye Gorge, Pharing Gorge, Mmakgodumo Bird Sanctuary, Oki Cultural Heritage, Tsabong Camel Park, and Kgalagadi sand dunes have been incorporated in the grand design as part of the Southern part of Botswana trail. Mmalekwa will also double up as an education centre through arts and visuals teaching historical heritage. it will promote community development and self-reliance.

The Mmalekwa Heritage Site Memorandum of Understanding was inked in October in Kanye to see the fruition of the stakeholders' vision for the area. Here is to continuing to preserve our heritage, our culture, and thus our legacy.





Building Thriving, Sustainable and Resilient Communities: JWANENG MINE DONATES TO SESE PRIMARY

Through funds from its Corporate Social Investment (CSI) programme, Jwaneng Mine has built and donated two classroom blocks (comprising four classrooms) worth P2 million to Sese Primary School in Sese village.

In delivering the keynote address, Chairman of the Southern District Council, Honourable Thamiso Chabalala, applauded Jwaneng Mine for their persistent commitment to sustainability and community development and ensuring that their operations remain beneficial and ethical for communities of influence. He said that the two classroom blocks would help address the issue of congestion at the School, leading to a more conducive educational environment. He also lauded Debswana Jwaneng Mine for collaborating with other like-minded stakeholders such as Government and Construction Industry Trust Fund (CITF) to deliver sustainable development to communities of influence.

He said that Government alone cannot deliver sustainable development and called on all stakeholders to work together, enhance engagement across sectors, and pool resources to draw on collaborative advantages in order to attain the shared vision for sustainable development.

Jwaneng Mine General Manager, Koolatotse Koolatotse, pointed out that in order it to be considered a responsible corporate citizen, Jwaneng Mine first needs to be accountable to itself, shareholders and its communities of influence. He said because of this, Jwaneng Mine is conscious of the kind of impact that it has on all aspects of society, including economic, social and environmental impacts.

He said that Jwaneng Mine is intentional and purposeful about operating in ways that enhance its communities of influence and the environment.

Koolatotse noted that Jwaneng Mine is committed to making meaningful and lasting contributions to the communities within which it operates and indeed to the Nation at large. He said worthwhile community interventions such as the two classroom blocks are made in line with the provisions of the policy directed at providing sustained and lasting value to communities around Jwaneng Mine. "Through projects such as this, we aim to deliver thriving, sustainable and resilient communities."

The project is one of the latest examples of the close and enduring relationships that Jwaneng Mine has with the Southern District Council as the project was delivered in partnership with them.

Some members of the community received construction skills training from CITF as well as training on scaffolding building and use, building further on the impact the project sought to ensure.

Here is to continuing to deliver thriving, sustainable and resilient communities!

DEBSWANA HANDS OVER P4 MILLION BOWASETSO PARK



Minister of Nationality, Immigration and Gender Affairs, Hon. Anna Mokgethi and the Area MP, Gaborone Mayor, Hon. Father Maphongo and Debswana Acting Managing Director Lynette Armstrong officially handing over the Bowasetso Park earlier this week

Debswana's compassion through community development is changing people's lives as demonstrated by its hand in the construction of the Bowasetso Community Park sports facility in Moselewapula Ward, commonly known as Phase 2 in Gaborone.

This comes amid the debilitating COVID-19 pandemic which has not diminished the Company's ongoing Corporate Social Investment drive for lasting development through the economic empowerment of communities throughout Botswana.

When handing over the Park, Debswana Acting Managing Director, Lynette Armstrong, said the long-awaited sustainable park was a vehicle of economic sustenance for the Phase 2 community as it

offered many possibilities by way of financial revenue streams.

"The donation of this facility forms part of a broader commitment that Debswana has, and it is about advancing human and social development in Botswana," she explained. "We are extremely

proud of our legacy of CSI, and we continue to su port causes like this, and initiatives around education, health, enterprise development, youth development support among others."

The up-to-the-minute facility, which was built at an estimated cost of P4m is fitted with, among several other amenities, a jogging or walking track for fitness enthusiasts, a tennis court, a multi-purpose basketball-cum-netball court, a five-aside football

pitch, a playground for children, a sanitation and ablution block, and a perimeter palisade fence for users' security.

"It would be gratifying to Debswana to see vulnerable groups deriving significant benefit from Bowasetso Park", Armstrong said.

"It is our hope as Debswana that the park will be well maintained and go a long way in sustaining the livelihoods of all within this catchment area," she said. "We hope to see vulnerable groups including women and youth being allowed access to this facility for their self-development, self-empowerment and theraру."

What makes the facility quite unique is that it answers to Debswana's green vision of sustainability and environmental conservation. This is in line with the Company's quest to leave a close to zero carbon footprint on the environment.

Said Armstrong, "The Park is meant to preserve nature, promote quality of life for the people of Phase 2, and is also about using the existing flora and fauna and incorporating it into the design to make it efficient and enjoyable."



Minister Mokgethi, Debswana Acting Managing Director Lynette Armstrong and Corporate Affairs Manager Louis Baseki taking a tour of the facility



The Acting MD also challenged the custodians of the park to keep the diamond bequeathed to them polished for the present and future generations to enjoy."

"As the benefactor of this outstanding project, this is Debswana's message and plea to the custodians of Bowasetso Community Park - here is a diamond, look after it, protect it, keep it shining for future generations!

Speaking during the official handover of the park, guest of honour, the Minister of Nationality, Immigration and Gender Affairs, Hon. Anna Mokgethi, lauded Debswana for its generous donation, which she said has a positive impact on people's lives.

"Our gathering here bears witness of Debswana's commitment enhance the human and social life of Batswana through the development of Bowasetso Park," she said adding that she was most gratified and honoured by Debswana's continuous support through CSI for the Phase 2 community.

Hon. Mokgethi, who is also MP for Bonnington North, said the initiative could not have come at a better time when the COVID-19 pandemic and other social ills like gender-based violence. substance abuse, rape and teenage pregnancies were wreaking havoc in communities.

"We need developments such as this park to get in touch with our souls in order to retrace our steps and create conducive lives for ourselves," the Hon. Minister explained. "A visit to the park is therapy on its own."

The Minister concurred with the Acting MD that the Phase

2 catchment cannot afford to turn the facility into a white elephant, especially considering the hefty amount of money that was used to develop the park.

The impressive facility, which lies on land that has been fallow for decades, also has public braai stands for patrons' culinary nibbles, power supply to the sports field, portable water supply to the sports field, sewerage connection to the council mains, paved and secure car parking facility, security and flood lighting of the fields for sports usage, an office and storeroom with internet access, landscaping around the sports grounds for a better cosmetic appeal, an exhibition area, café and clubhouse facility for convenient use by the public for events.

Gaborone West Deputy Court President, Kgosi Motlamma Balovi. thanked Debswana for making the dreams of the Phase 2 community come true. "Debswana is a good partner," she said.

"As a team player, Debswana, has made our vision of empowering this community real."

Kgosi Baloyi especially extoled Debswana for stepping in at a time when all have been negatively affected by the COVID-19 pandemic that has seen many companies and business folding or scaling down operations.

The park's main beneficiaries, the Phase 2 community, were called on to protect the facility if its benefits were to be realised.

"Let us police this facility every day," she pleaded. "Let us make this park our own. Let us protect it so that it remains forever without being vandalised."



Acclaimed bard, Moreri Moroka, had the attendants in stitches with his melodic yet poignant accolades in the vernacular that he mainly directed at Debswana's Acting Managing Director, who he dubbed mmabatho - the 'mother of communities' who knows that the entire country needs such facilities.

"O mosadi yo motona o itse fa bana ba tswanetseng go tshameka teng [You are a woman of substance who knows that the youth need a place where they can go for recreation and sport],"

Moroka crooned to the Acting Managing Director. "Ke lebile lefelo la botsogo, ko motho a ka tsogelang teng [I see this place of wellness, where a person can get good health]." Moroka, who received an on-the-spot financial windfall from an impressed audience, challenged the Gaborone City Council to ensure a proper upkeep of the sports facility to ensure continuity.

Gaborone Mayor, Hon. Father Maphongo, thanked Debswana for the generosity and promised that the effort by Debswana would not go to waste. He urged community leaders in surrounding areas to partner with Debswana for the benefit of residents of community they lead.

Debswana's indelible CSI legacy has seen significant transformations in Botswana, with such notable initiatives including sponsorship of the National First National Division League, Re Ba Bona Ha Programme, Education Awards, Installation of clinics in different villages, and water reticulation projects.

Legacy projects Case Studies



THE CONSTRUCTION OF THE ULTRAMODERN TIRELO MOTSEONAGENG CLINIC IN MABOANE VILLAGE IS A DEBSWANA HORIZON II PROJECTS' FIT-TING LEGACY FOR LETLHAKENG SUB-DISTRICT THAT WILL ENDURE WELL BEYOND THE LIFE OF THE MINE.





As part of the handover, Debswana also donated four units of oxygen conpart of the centrators as gifts bestowed for the new health facility Built at a cost of P12.4m, the facility is characteristic of Debswana's Show We Care value and in fulfilment of the Building Forever Strategy. The Strategy incorporates key aspirations of Botswana Vision 2036 as well as Sustainable Development Goals.

Accepting the unique jewel on behalf of beneficiaries, His Excellency the President Dr. Mokgweetsi E. K. Masisi, who is also the Vision 2036 Champion. lauded Debswana for its Show We Care Value, whose fruition stands to benefit many. HE said

Debswana's benevolence through the new clinic will provide relief to Botswana's healthcare system.

This includes 270 primary health care clinics, 338 health posts and 844 mobile facilities. "Debswana is faithful in helping various communities," HE Masisi said. "This facility is not for Maboane, Takatokwane, Dutlwe and surrounding communities only, but for the entire country, and indeed the African continent."

According to the Debswana Acting Managing Director, Lynette Armstrong, large-scale capital investment projects such as Cut 9 include funding for large scale community projects such as this.

It is through that capital provision that the Maboane Clinic was built. The Cut 9 legacy, she notes, was testament to Debswana's commitment to improving Batswana's lives, especially those impacted by the Company's footprint. "Debswana's commitment remains resolute," Armstrong emphasised. "We are there for our communities. That which we are entrusted to do must Make Life Brilliant and Cut 9 project includes support to communities."

"LetIhakeng Sub-District and Maboane village are thankful to

Debswana who have supported us over the years," Kgosi Kaisara Phuthego of Maboane village said. "We will take care of the facility as the Maboane community."

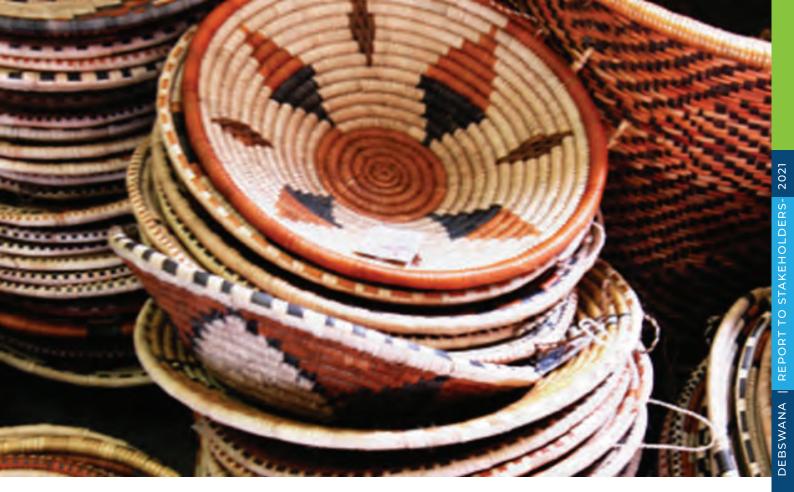
Jwaneng Mine General Manager, Koolatotse Koolatotse, said Debswana's decision to forge ahead with legacy projects such as the construction of the clinic was not an easy one given the serious challenges occasioned by the COVID-19 pandemic.

"We are not safe until our communities are safe," Koolatotse opined, adding that it was an absolute imperative that Jwaneng Mine vaccinates its entire workforce as well as all people in its Zone of Influence in partnership with Jwaneng District Health Management Team (DHMT).

Takatokwane Member of Parliament. Honourable Tshoganetso Leuwe ,in his vote of thanks was grateful for the facility and urged

the residents to put it to good use. He also expressed gratitude to the construction company for doing a great job and giving Maboane youth employment. The clinic is named after the first Kgosi of Maboane, Tirelo Motseonageng.





ARTS AND CRAFTS PROJECT

Jwaneng Mine, in partnership with the Jwaneng Town Council, is developing an eco-friendly, state-of-the-art multi-purpose centre for cultural heritage and artistry in the Jwaneng zone of influence (ZOI). The project aims to leverage the tourism value chain presented by the Trans-Kalahari Highway to promote sustainable socio-economic livelihoods and empower vulnerable populations such as women, youth and people living with disabilities to start and operate sustainable income generating projects.

The project objective is to upscale and expand the current operations by establishing an Art and Craft centre facility to be constructed in Jwaneng. This facility will act as both a collection centre and retail facility for baskets and artefacts from the ZOI, the region and even nationally. Possible beneficiaries are over 100 women from 17 villages surrounding Jwaneng Mine. They were identified and trained on beading techniques (i.e. soft wire and hard wire) as well as in bookkeeping, product pricing, costing and the clustering model with the objective of forming a tourism cluster.

Phase II of the project will include an art gallery, museum, traditional food restaurants, training centre and capacity development of communities (in particular vulnerable and marginalised groups – youth, PLWDs, women and girls).

Sustainable Towns

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

- Orapa Today had the goals of making Orapa a great place to live and work. 1.
- Boteti Tomorrow aims to build an alternative economy in the Boteti Sub Dis 2. trict 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 Diamond Museum

Business Park

Technical College

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 OLDM'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

Both Jwaneng Mine and OLDM have robust grievance management mechanisms that include reporting of social incidents and grievances to facilitate investigations, remediation and prevent occurrences before they escalate into more serious problems. Grievance channels include walk-ins, phone calls, emails, engagements/meetings and letters.

Grievance Mechanisms

In 2021 Debswana Jwaneng Mine embarked on a community social performance socialisation drive to make communities near the mine aware of social performance procedures and processes. The Grievance Management Mechanism used by communities to lodge their complaints was also socialisation and improvement of the mechanism from people were sought and incorporated.

Community members appreciated the effectiveness of the existing channels used to lodge grievances but requested for a community WhatsApp group to be created. A community WhatsApp consisting of Village Extension Team (School Heads, Senior Government Officers, Kgosi & VDC Members) was created to:-

- Provide for real time response to grievances
- Remind the community leadership on the grievance mechanism and any other information related to Community - Mine engagements.

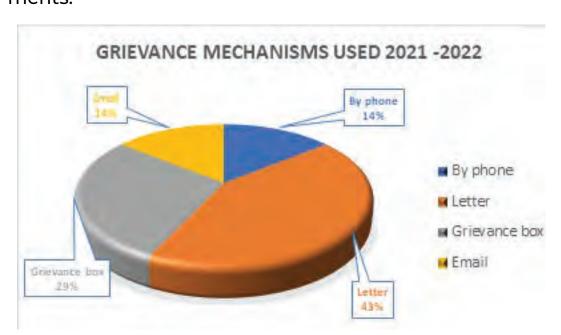


Figure 17: Grievance Mechanisms uses in 2021 to 2022

At the Jwaneng Mine, seven grievances were reported and only one was screened out since it was not within the process scope. The highest-rated grievance in the consequence matrix was rated 3 and related to alleged graves in the Jwana Game Park, while the lowest rated 1. A Grievance Appeal Panel consisting of civil society, government officers, youth, community members, the business community and Jwaneng Mine Senior Manager was set up after engagement with communities in the ZOI to deal with appealed grievances. Preventative measures include implementing recommendations and lessons learnt from closed grievances and providing refresher engagements with contractors on the grievance management procedure on site to prevent recurrence. Figure 4 presents the status of grievance investigations in 2021 and shows that 83% of the investigations had been completed with 17% were under investigation.



Figure 18: Status of Grievance Investigations in 2021

Social Risk Management

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. The Socio-economic assessment (SEAT) and the environmental and social assessment processes remain key processes that enable Jwaneng Mine and OLDM to identify, assess and manage social impacts associated with their operations. The socio-economic assessment process assists Debswana to identify and manage all social issues, concerns and impacts identified by communities and key stakeholders around the mines' zone of operation. Not only are social impacts identified through the SEAT process, project-related environmental and social impact identification, assessment and management is also a key process that has facilitated sites to develop avoidance, prevention, and mitigation measures for all operational projects such as stay-in business, ramp-up or construction projects. Table 2 below summarises social impact management progress of the impacts, issues and concerns identified during the SEAT process. The approach to risk management in Debswana is a collaborative effort between multidisciplinary departments. However, Corporate Affairs manages several social risks.



Table 5: Summary of social impact management progress of the impacts, issues and concerns identified during the SEAT process

1.0		Representation in Development Forums/Committees	
	Impact Issue Management Action Im	plementation Update	
1.1	Inadequate Stakeholder Engagement.		guides all Site engagement activities All the 18 communities in ZOI continue to be engaged on a variety of issues including: community profiling, socialising social performance policies and procedures, partnership on CSI projects: Capacity building initiatives including enterprise development, Supplier Self registration in SAP-ARIBA, human rights and VPSHR trainings, first aid and chemical spillage; Debswana Government School Development Programme with beneficiary schools; engagement with marginalized and vulnerable populations
1.2	Mine Representation in Development	Ensure mine is represented in development planning and	·
	Forums.	engagement forums	different community and stakeholder forums such as: Council Briefing Sessions; Local Economic Development Forums, District Health Management Team meetings; District Multisectoral AIDS Committee meeting, District Disaster Management Committee meetings etc
2.0	Expectations of Employment in the Contex	t of Low Skills Levels in the ZOI	
	Impact Issue	Management Action	Implementation Update
	Expectations of local employment benefits.	 Increasing awareness of the employment law Advertise vacancies using methods accessible to Zone of Influence residents 	 Whilst advertising job opportunities within the ZOI, the Mine also continues to increase awareness on the National employment law To ensure increased reach and access to employment opportunities by locals within the
	Improve levels of academic performance at		ZOI, the Mine started advertising vacancies for semi-skilled opportunities at kgotlas Since 2002, Jwaneng Mine has been supporting
	foundation levels to increase long-term employability of ZOI communities.	Development Programme (DGSDP) to improve teacher capacity in delivering the curriculum Education Baseline Study Digitization GirlEng & TechnoGirls programmes Diamond Dream Academic Awards	
3.0	Water Accessibility & Supply to Communiti	es around Northern Wellfields	
	Impact Issue	Management Action	Implementation Update
	·	Increase surveillance along the pipeline route as a	
	_	Ensure that water users in water extraction areas have adequate water supply	

4.0		holders due to mining activities: Blasting effect on houses in	
	Impact Issue	Management Action	Implementation Update
4.1	Perceived structural damage to locally built houses in Jwaneng.	Engagement with Jwaneng Local Authorities and affected groups to undertake investigations to explore validity of concerns raised	ensure compliance to vibration exceedance
			 An independent study was undertaken in 2015 to investigate the alleged structural damages perceived to be caused by Mining activities. The report concluded that the damages to houses in Jwaneng Township are not linked to blasting activities in the Mine Participatory Impact Management process established in 2021 and ongoing, with seismographs installed in Jwaneng and Kaduwe, jointly monitored with community representatives
4.2	Dust perceived to have negative health impacts.	Participatory dust management initiatives with affected stakeholders Resolution of stakeholder complaints and grievances around dust impacts	 Dust management programme is in place to minimise dust impacts through suppression techniques and ensure compliance to the set dust emission limits Where stakeholders have raised complaints on dust emission levels, the Mine has partnered with the affected stakeholders to monitor the dust emissions levels
			 The same stakeholders have undertaken mine tours where the stakeholders were taken through the Mine activities and how risks are minimised
			Participatory Impact Management process established in 2021 and ongoing, with dust buckets installed in Kaduwe and, jointly monitored with community representatives
5.0	Benefit expectations from the Mine: Empl	oyment	
5.1	Expectations of employment from the mine amidst low skills levels and high unemployment	Increasing awareness of recruitment Increasing awareness of recruitment and procurement policies, procedures and opportunities through Stakeholder Engagements Maximizing employment opportunities by advertising vacancies using methods and media accessible to ZOI residents	engagements continues to create awareness on the provision of the Employment Law in relation
5.2		procurement opportunities from the Debswana vendor pro	
	Impact Issue	-	Implementation Update
		Implement the Citizen Economic Empowerment Policy (CEEP) with focused attention on preference to citizen and wholly citizen- owned companies and preferential margins.	Economic Empowerment Policy.



6.0	Influx of contractors and job-seekers (in pa	irticular to Sese) and associated strain on social infrastructu	ire
	Impact Issue	Management Action	Implementation Update
6.1	Influx of Contractors & Job-seekers & associated strain on social services	Collaborate with key stakeholders to manage risks associated with influx linked to Jwaneng	 The mine continues to engage and share information on major mining projects with Local Authorities: The Mine works hand in hand with key stakeholders to manage illegal squatters concerns. In 2015, through a multi-stakeholder partnerships, the district facilitated relocation of squatters to their places of origin
7.0	Concerns around the effects of blasting on	locally built houses in Jwaneng	
	Impact Issue	Management Action	Implementation Update
7.1	Perceived effects of blasting on locally built houses in Jwaneng	On-going use of advanced blasting techniques Manage and close public complaints related to blasting activities	 Site continues to comply with legislation on the allowable blasting limits as per the blasting
			confirms otherwise Participatory Impact Management process established in 2021 and ongoing, with seismographs installed in Jwaneng and Kaduwe, jointly monitored with community representatives
8.0	The fulfilment of legacy commitments by t	he mine	
	Impact Issue	Management Action	Implementation Update
8.1		Establishment of a social commitment procedure to govern the management of all social commitments made by the mine	
9.0	Alleged social ills – Sese		
	Impact Issue	Management Action	Implementation Update
9.1	Perceived social ills by contractor	Joint partnership with Jwaneng Mine business partners and Sese Community to manage the concerns	
10.0	Perceived Cultural Heritage Impacts		
	Impact Issue	Management Action	Implementation Update
10.1	Perceived negative impacts on cultural heritage from Mine Activities	 Increased awareness of the Cultural Heritage Policy, Chance Find Procedure, Environmental Impact Assessment Act and Monuments and relics Acts 	

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.

Jwaneng Mine, through its Cultural Heritage Policy and Chance Find Procedure, seeks to protect cultural heritage from adverse impacts of its activities as well as promote equitable sharing of benefits from cultural heritage. It continues to do this through the Mmalekwa Cemetery Heritage Site and Tsonyane Heritage Site and the proposed Arts and Crafts Centre among others, which promote both tangible and intangible heritage.

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 adequate



compensation be provided for the Project Affected Persons who are deemed not to have access to land/housing.

Construction of the first batch of eight(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 eight(8) houses for the herders which were completed in March 2021.





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.

Debswana's 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, occu pational health and environmental per formance
- Complying with all applicable laws, regulations and other commitments
- Preventing work-related diseases, inju ries and damages to property
- Preventing pollution of the environment
- Conserving natural and other resources
- Treating the protection of safety, occupa tional health and the environment as the responsibility of everyone working at Debswana

Strategic priorities:

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

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, efflu-



ents, 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, undertak ing 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 plan ning processes.
- Contributing to reduction of climate change impacts through modification of our processes and in technology to reduce energy intensity and carbon emis sions, improve energy efficiency and investment in renewable energy sources.
- Water conservation, improved water efficiency, water recycling and invest ment in water reduction technologies.
- Biodiversity conservation, protection and positive impact on biodiversity.
- Establishing and implementing systems for safety, health, biodiversity, com munity, energy and crisis management in line with Mining Association of Canada (MAC) requirements.
- Reducing the consumption of natural resources relative to production by pro moting 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 perf ormance 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 programmes.



In pursuit of its commitment to environmental stewardship and recognising that waste is one of the critical aspects of the environment that can have economic value or adverse impacts on the environment if it is not responsibly managed Jwaneng Mine took a decision to commission work to develop an Integrated Waste Management Plan (IWMP). An IWMP ensures that the mine has plans in place for all the activities or processes required to manage waste from collection, depositing, sorting and separation, interim storage, transfer, transport, treatment and final disposal. The objective is to stop value leak and promote waste valorisation for the benefit of its communities in the Zone of influence (ZOI) and beyond.

Environmental Incidents

Debswana continues to maintain a good record of reporting No level 3-5 environmental incidents. A total of fourty (40) minor environmental incidents were reported in 2021. Like previous years, the statistics analysis depicts that a majority of these reported incidents result from hydrocarbon spillages and mainly affecting the land. Continual focus is directed towards building awareness on prevention of environmental incidents and their management. The drive is to improve on the quality of incidents reports, incident investigation adequacy, learning from incidents and relevance of evidence in closing actions. This includes implementation of learnings from incidents to prevent repeats.

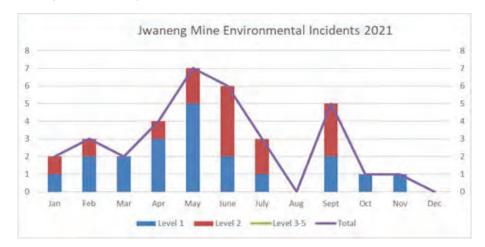


Figure 19: Jwaneng Mine 2021 Environmental Incidents



Figure 20: 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 Consumption

Energy use at Debswana operations (excluding the DCC) is shown in Figure 17 below. In 2021 total electricity consumption increased by 7,98% against 2020 consumption (489 946 MWh (megawatt hours (2020: 453 755 MWh). Jwaneng Mine consumed 240 206 MWh (2020: 206 506 MWh), while OLDM consumed 249 740 MWh (2020: 247 249 MWh) (see Figure 17). The overall increased consumption is attributed to production ramp up post Covid-19 challenges.

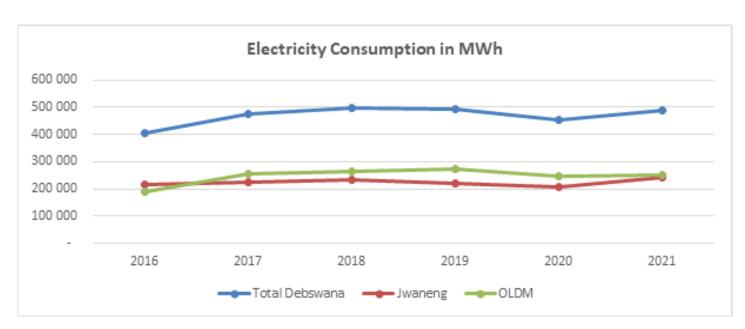


Figure 21: Electricity Consumption at Debswana Operations

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

The most outstanding energy improvement initiative of 2021 was the 100kW Solar Photo Voltaic Power Installation. The system has brought forth significant saving in the mine energy consumption by reducing power usage from the utility provider. The system is able to fully meet energy requirements for the Administration block and audit services buildings respectively as well as feed excess supply into the grid. The figure below is a summary of the system performance since commissioning from March to December 2021.

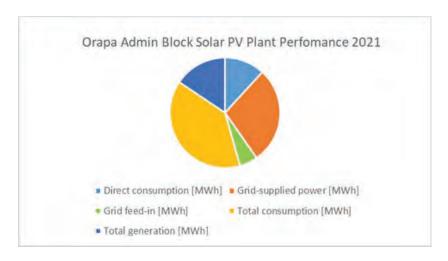


Figure 22: OLDM Admin Solar PV System Performance 2021

The mine has also progressed in the quest to replace all lighting with LED lights for energy efficiency. Furthermore, there is the on-going solar Photo Voltaic Power installation at the new South Gate which will see further savings on utility power consumption and iterate the mine's commitment for energy saving. Below is a depiction of the energy performance for the year. The Mine achieved overall efficiency of 14.34 against a target of 17.05 which is a 15.89% saving on the target.

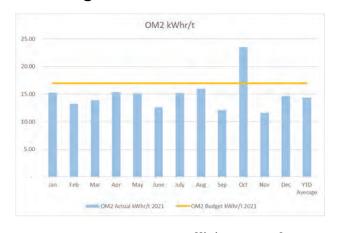


Figure 23: OLDM 2021 Energy Efficiency Performance



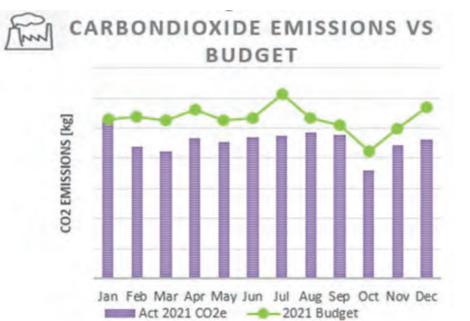


Figure 24: 2021 CO2 Emission summary for 2021 YTD

OLDM power consumption of 249, 134 MWh for the year 2021 contributed a total of 274,047 tonnes of CO2 emissions. Figure 24 demonstrates that the CO2 emissions from the electrical consumption were within budget. OLDM's direct GHG (Scope 2) emissions amounted to 274,047 tCO2e.

In 2020 OLDM commenced implementation of a number of energy improvement initiatives that were carried over into 2021, including;

- The replacement of all motors that at LTP with efficient motors that con sume 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.
- Smart Meters and PME software
- Taking the new Orapa South Gate off grid on solar energy
- Admin Block Rooftop Solar Installation (as above)
- Premium efficiency motor installation
- LED Lights installation & Online Metering system
- Plant idle time optimization
- Orapa Power Factor Correction Optimization
- Pumping optimization
- Compressed air system optimization
- Techblock Solar and/or PCC Solar
- **OM2 Scrubber replacement**

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

Fuel Consumption

Fuel use at Debswana operations in 2021 (excluding DCC) increased by 2.23% (from 118 214m3 in 2020 to 120 855m3 in 2021). Jwaneng Mine consumed 96 333m3 against 59 308 m3 in 2020, while OLDM consumed 24 522 m3 against 26 205 m3 in 2020. (See Figure 20). The increased consumption is attributed to increased production post the Covid-19 pandemic.

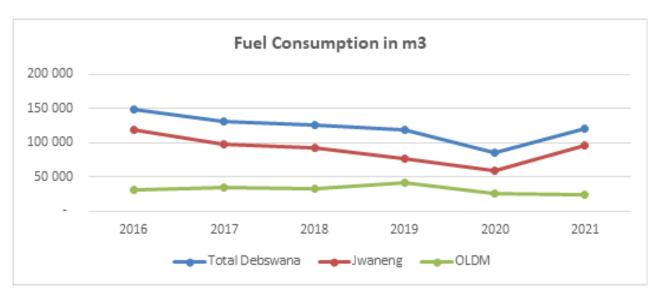


Figure 25: Fuel Consumption at Debswana Operations

OLDM Diesel Efficiency Initiatives

Fuel represents a large portion of Orapa Letlhakane and Damtshaa Mines operating costs. By optimizing fuel consumption and minimizing their unnecessary fuel burn, OLDM was able to reduce their average fuel consumption and as a result saved in fuel costs per year. The reduced consumption is attributed to the fuel efficiency initiatives implemented at the operations such as the implementation of the initiatives:

- ECO2MAN project initiatives
- Good payload and cycle time.
- Fuel Saving (Fuel Optimisation System) Trial test was conducted running 1 truck with FOS On/Off. A total of 2.9% of fuel saving was realised.

OLD	Parameter	Target	Actual			Status
М			2019	2020	2021	
	Energy – Fuel (TKPL)	19.1	20.9	19.0	19.6	

Unit of Measurement	m³	m³	m³	m³
Operations	Diesel	Petrol	Jet A1	Paraffin
Orapa, Letlhakane, Damtshaa	24522,45	228,58	77,049	2,35

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 2016-2021, measured in tons. As is expected from the trends on electricity and fuel consumption (foregoing section), GHG emissions increased due to production ramp up following the Covid-19 slow down.

Table 12: Total CO2 Emissions at Debswana operations (tCO2 Eqv)

	2016	2017	2018	2019	2020	2021
Jwaneng	537,880.49	482,924.10	474,122.39	434,178.39	373 913,37	510 561,59
OLDM	309,539.17	376,636.24	378,649.38	433 108,56	368 779,18	362 107,79
Total	847,419.66	859,560.34	852,771.77	869 239,73	742 692,55	872 669,38

Debswana Emissions Reduction

Over the years, Debswana has made meaningful strides and record investments towards environmental protection, including a long-term climate goal of achieving carbon neutrality by 2030 and negative emissions thereafter. The list of initiatives adopted by OLDM to realise this goal are shown below:

Electrical initiatives:

- Smart Meters and PME software
- The new Orapa South Gate will operate off grid on solar energy
- Admin Block Rooftop Solar Installation
- Premium efficiency motor installation
- LED Lights installation & Online Metering system
- Plant idle time optimization
- Orapa Power Factor Correction Optimization
- Pumping optimization
- Compressed air system optimization
- Techblock Solar and/or PCC Solar
- **OM2 Scrubber replacement**

Diesel initiatives:

- Cycle Time Optimization
- **Fuel Optimization System**
- Dynamic Gas Blending
- Payload Management
- Optimised bowls and buckets (830E)
- 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

Debswana 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 24.69Mm3 (2020: 22.67Mm 3). Jwaneng Mine consumed 10.39Mm3 (2020: 11.51 Mm 3) while OLDM consumed 14.31 Mm 3 (2020: 11.16 Mm 3).

Commentary: The above needs to be updated

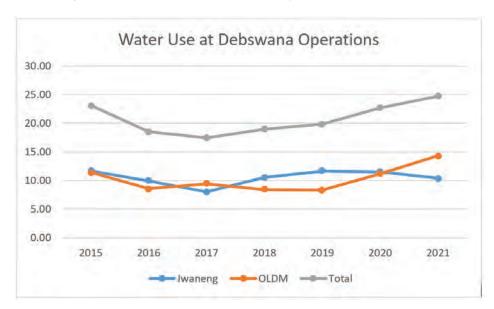


Figure 26: Water Use at Debswana Operations

Jwaneng Mine

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 2021 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 2021 (2020: 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 2021 are presented in Table 12.

Table 7: Jwanena Mine Water Supply contribution by source

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 11.2 million m3 (Mm3) for 2021 (2020:10.9 Mm3). There was a slight increase (about 3 %) in total water use at the Jwaneng Mine from the previous year (2020)

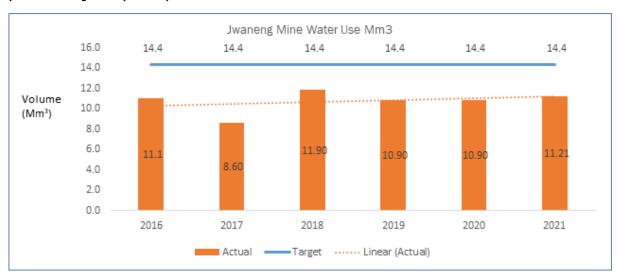


Figure 27: Jwaneng Mine water use

OLDM

In 2021, the total volume of water withdrawn from wellfields, dewatering boreholes and sump abstraction was 12.7 Mm³ and rainwater directly collected and stored by the organization was 0.987Mm3.

The overall water targets for OLDM plants for 2021 were 0.63m3 raw water consumed per tonne and 0.93 m3 total water consumed per tonne. These targets were met for OLDM raw water at 0.43m3/ton and were not achieved for total water at 1.15m3/ton.

Orapa Plant 1 was on shutdown in preparation for permanent closure of the oldest asset in the OLDM treatment plants complex. Damtshaa was put on care and maintenance during 2021.

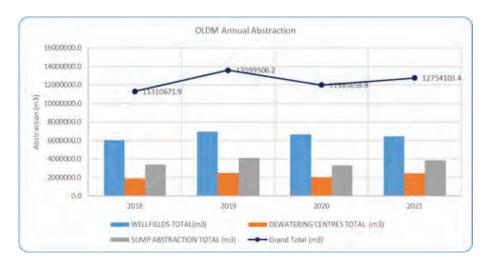


Figure 29: OLDM Annual Abstraction (m3) for 2021

For specific plants the water performance targets for Orapa Mine Plant 2 raw water target was met and Total water consumption target was not met due to wetting of the new slimes dam cell 3 in Orapa FRD3 slimes disposal complex. Letlhakane raw water consumed per ton treated and total water consumption were within budget, and OLDM (overall) raw water target was achieved, while total water was not achieved due to wetting of new FRD3 slimes disposal cell. The below table summarizes performance against targets.

Table 14: Water Use at OLDM operations (m3/ton) for 2021

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 (Shutdown)	0	0	0	0
Orapa Mine Plant 2	0.80	0.46	1.40	1.43
Damtshaa Mine (Care and Maintenance)	0	0	0	0
Letlhakane Treatment Plant	0.40	0.21	0.45	0.35
OLDM (overall)	0.63	0.43	0.93	1.15



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. The OLDM site is also committed to the reduction of fresh water use by 50% in 2030 in line with the United Nation Sustainable Development Goals.

The landscape of freshwater reductions is full of opportunities for technical innovation, which is/will be key to our success in OLDM and the following Fresh Water Savings Initiatives are being assessed to prove concept and some are being implemented.

Alternative technology on FRDs, Dry fines technology

Dry Fines Project is expected to improve water recovery from the slurry and produce stackable fine tailings, with potential to minimize or eliminate the need for slimes dams currently used for fines residue disposal (FRDs). OLDM is piloting dry fines tailings project to reduce the amount of water used for tailings deposition, with testing to prove of concept and scalability of the technology.

2. Storm water harvesting programme

Maximising storm water harvesting at OLDM site to reduce fresh water abstraction from wellfields. The operation has embarked on storm water design project to increase harvesting of storm water and manage flood risk to OLDM pits and Plants. This includes primary, secondary storm water channel designs and storm water catchment dam.

3. **Prevention of Evaporation**

OLDM operation is looking at Technical Investigation to reduce evaporation rates on our water storage dams by covering water dams with floats to reduce water surface area contact with sun and air.

4. Increase return water from FRDs

Optimisation of water return from the slimes dams OLDM is currently under transition face of wetting the new FRD3 slimes dam facility. During commission-_ ing of the return water line the operation experienced low power voltage at the. return water pump and the first phase of addressing the low power voltage has been addressed by upgrading the power line to 6.6 kV line. We are currently optimising the return water line to full capacity.

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.

Water Efficiency

In 2021 the Mine's water efficiency target was 0.47m3/t and the actual performance for the year was 0.46m3/t, which represents a 2% improvement against 2020.



Figure 28: Jwaneng Mine Water Efficiency



Biodiversity

Jwaneng mine

The mine operates Jwana Game Park, which 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 already a degraded area from past arable farming activities in the area. When the mine set up. Biodiversity is a strategic priority for both our shareholders, Government of Botswana, and the De Beers Group. For the Government of Botswana, biodiversity is a strategic resource that forms part of the green economy to create employment, development and economic diversification. Similarly, for the De Beers Group, biodiversity demonstrates commitment to protecting the natural world.

Debswana Jwaneng Mine is committed to protecting biological diversity and ensuring the survival of plant and animal species, genetic diversity, and natural ecosystems. This commitment to biodiversity is entrenched in both the corporate and operational Safety, Health and Environment (SHE) policies and has been integrated into the business strategy, Jwaneng Mine Biodiversity conservation strategic intent is aligned to the Mining Association of Canada [MAC] Towards Sustainable Mining/TSM requirements. The Mine commits to MAC commitments through working with key communities of interest to develop and implement responsible policies and practices. Enhancing its conservation efforts through research, information sharing and/or partnerships, the industry's understanding of the contribution to biodiversity conservation, science and traditional knowledge.

Debswana and the Botswana International University of Science and Technology (BIUST) have a standing memorandum on research. During 2021, the focus was to build on this initiative to bring to the surface collaboration in Biodiversity (Flora and Fauna) associated research activities using the Jwana Game Park as a base. In prolongation of this, an engagement has kick started with other tertiary institutions in establishing Memoranda of Understanding. So far, engagements are ongoing between Debswana Jwaneng mine and the other two universities, the University of Botswana (UB) and the Botswana University of Agriculture and Nature Resources (BUAN).

Areas of Collaboration in Biodiversity (Flora and Fauna) associated research activities using the Jwana Game Park as a base. Some of the Programmes proposed for partnership/collaboration with BIUST include:

- · Baseline studies on the invertebrates in Jwana game Park [Studies on entomology and reptiles found in the area, covering correlates of distribution, biological diversity, potential anthropogenic threats etc.]
- Indigenous knowledge on conservation practices within the Communities of Inter est/COI [Indigenous and local knowledge on local livelihoods supports, social and ecological knowledge, practices beliefs and changes in availability of ecosystems services etc.l
- · Investigation on possible zoonotic disease that can be found in the area including survey of parasites found in animal faecal matter.
- · An investigation of inbreeding depression if any and any fauna specific studies in the Jwana game park including studies on birds.

Commemorations

Jwaneng Mine employees lead through employee volunteerism Initiative to drive the Earth Day message home (April 22, 2021 marked the Earth Day commemoration)



that was celebrated worldwide. The theme for the year was "Restore our Earth" that focuses on natural processes and emerging green technologies that could restore the world's ecosystems. Earth Day is widely recognized as the largest event observance in the world, marked by many nations every year as a day of action to change human behaviour and create global, national and local policy changes.

In line with the Earth day commemoration, Jwaneng Mine participated in an employee volunteerism initiative through undertaking conservation related activities in partnership with communities in the Zone of Influence. The mine has arrangements that avail an environment that supports employee volunteerism in conservation. As part of the employee, volunteerism work during the month of April 2021 there was a tree planting initiative led by employees sponsored by Komatsu Africa Holdings in commemoration of the Earth day. The theme of the campaign was about saving planet earth through reducing our carbon footprint.

Jwana Game Park Services

In 2021, 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 park, prospective visitors required to make bookings through the Biodiversity Conservation Officials at (+267) 5884363. The game park opens at 0700 hours and closes at 1900 hours' daily

Protection of Rare and Endangered Species

Jwaneng Mine continues to be the safe haven for some rare and endangered species that continue to thrive well under the protection extended to their survivability. This is due to the partnership Debswana continues to enjoy with other stakeholders in ensuring the biodiversity is given the much-needed support in the protection of the endangered species. In 2021 the mine conducted an aerial game count which is geared at determining the stocking level of animals accommodated in Jwana Game Park. The outcome of the exercise informs management in the decision making in considerations of the stocking level against the recommended carrying capacity of the area.



Figure 30: Pictures indicating aerial count and presence of some species of interest.

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Biodiversity Management at OLDM

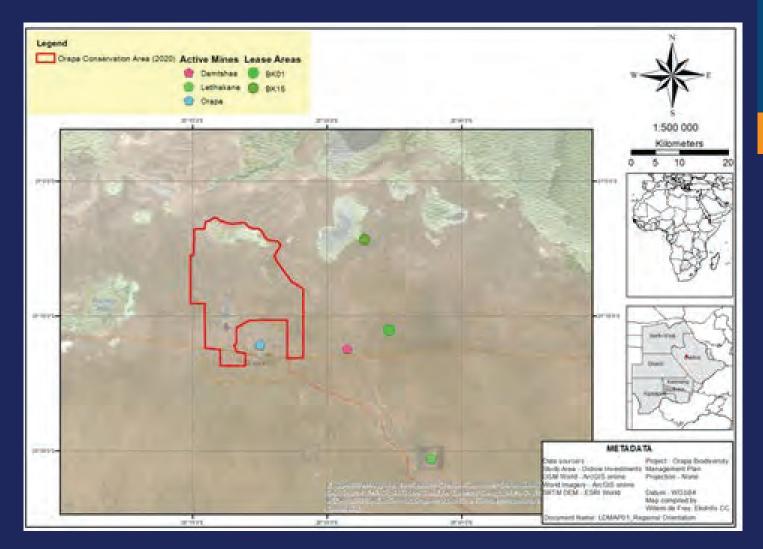
Location of the OLDM operational sites relative to protected areas The OLDM operational sites are located adjacent to an area of high biodiversity value but outside the protected areas. As a mining entity, OLDM is an extractive operation. The Company managed land is 59,901ha which collectively consist of the Mining Lease Area, Protection Area, Airport Pan Gravel and Orapa Game Park.

The size of the operational area used for mining activities is 5,352ha. OLDM, including Orapa Game Park, are located within the "Kalahari Acacia-Baikiaea woodlands" global ecoregion and that the Kalahari xeric savannah is "south of the ecoregion", as stated in the Biodiversity Action Plan (Verreynne & van Essyn, 2014).

OLDM

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Map 1: OLDM and its proximity to the Makgadikqadi Pans (courtesy of Oxbow Investments)



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.

Park Visits

Park entry fees were effected in 2021 and the information appears below:

Visitors and Vehicles	Fees
Citizens under 12 years	P20.00
Citizens above 12 years	P40.00
Non-Citizens under 12 years	P45.00
Non-Citizens above 12 years	P90.00
Self-Drive Citizen Vehicles under 5Tonnes	P70.00
Self-Drive Citizen Vehicles above 5Tonnes	P100.00
Self-Drive Non-Citizen Vehicles under 5Tonnes	P150.00
Self-Drive Non-Citizen Vehicles under 5Tonnes	P300.00

Walk-in cash payments can only be made at Adrian Gale Diamond Museum Tuesday - Saturday from 0800HRS-1630HRS otherwise make payment by deposit to: Account Name: Debswana Diamond Company, Account Number: 3138247, Bank Name: ABSA Bank of Botswana, Branch: ABSA House, Swift Code: BARCBWGXXXX, Bank Key: 290267, Reference: OBPFI00008

Visitor Statistics

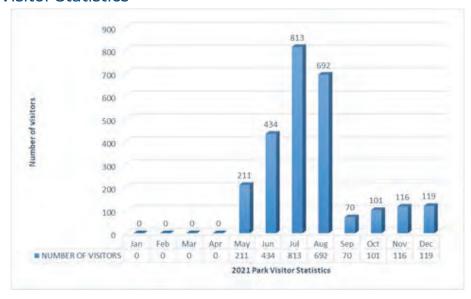


Figure 31: Orapa Game Park visitors Statistics 2021

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 OLDM. 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 OLDM, 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.

Diamonds in the Wild Project

Works towards the protection of rhinos continued during the reporting period with focus on identification of solution for enhancement of the security of the high value assets. Engagements with Governments of Botswana as a key partner in Biodiversity Conservation remained key for the identification of the ideal solution, building on the tracking technology trials conducted during 2020-2021 reporting period. The ideal solution is to enable advancement of efforts to successfully breed rhinos and ultimately be in a position to repopulate other areas of Botswana and southern Africa that have been affected by poaching incidents.

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.

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 2021 engagement and feedback sessions.



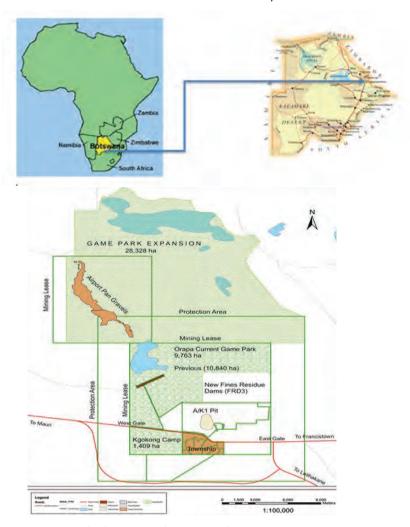
Visitor Statistics

The Mine through the game park continues to avail its facility to the Members of the community and stakeholders to no financial gain. Community members are allowed free access into the Game Park. The figures below attest to such visits in 2021. Covid 19 restrictions at one point lead to the closure of the park as a way of complying to laid down Covid 19 protocols hence low turnover in certain months of the year.



Figure 32: Biodiversity Management at OLDM Location and size of the Orapa Game Park (OGP)

Orapa is a diamond mining town located 240 kilometres west of the city of Francistown and the total area of the OGP is 39,500ha.



Map2: depicting location and size of the OGP.



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
- Closure cost calculation guideline
- SBP integration template
- Integration of closure into organizational planning (including H2).

The Rehabilitation Fund is still to be registered with the Master of the High Court with a view that the registration will be concluded in 2022. Sourcing of banking services as well as developing the Fund investment strategy are planned to be completed in the year 2022. The Rehab Fund holds a total of BWP1.2 billion for the year 2021, held on medium term fixed deposits.

Mine Closure Performance

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

Jwaneng mine continues to implement the Integrated Mine Closure Plan of 2019. As part of the 2021 mine closure strategic planning, Site developed and signed off mine closure focus areas or projects for implementation. The focus areas included among others closure of knowledge gaps identified in the closure plan, review and implementation of the dumping strategy that is aligned to the closure criteria, rehabilitation trials, implementation of liability reducing opportunities, update of closure cost liability for 2021, review of the 2019 integrated mine closure plan to align to the new Mine Closure Toolbox V3, circular economy through waste tyres and feasibility studies for implementing identified closure liability projects.

Orapa, Letlhakane & Damtshaa mines closure and rehabilitation plans have been reviewed and aligned to the Anglo American Mine closure toolbox version 3. The current available information indicates that Orapa Mine the Life of License (LoL) is the date at which the current mining license expires is 2029 and the Life of Mine (LoM) closure takes place at a planned date and/or within a time horizon, in accordance with overall mine planning this is 2036. Let lhakane mine the Life of License (LoL) is the date at which the current mining license expires is 2029 and the Life of Mine (LoM) closure takes place at a planned date and/or within a time horizon, in accordance with overall mine planning is 2044.

Post mining land uses were considered which are appropriate, feasible and possible to implement, including the inputs of stakeholders. Based on the findings of the State of Environment Report (SoER), closure vision, objectives and targets as well as the post-mining land use goal, the most feasible post-mining land use/s for Orapa mine are game conservation and tourism where it would be incorporated into existing Orapa Game park and for Letlhakane & amp;



Damtshaa mine's is grazing of cattle and wildlife, excluding the open pit areas. The abovementioned post-mining land use/s will be influenced by a few aspects including future updates of the Integrated Closure Plan and the decommissioning and closure phase of all operations.

Major liability reduction and rehabilitation activities initiated at OLDM are the buttressing of thefine residue disposal facility at Orapa mine and Rehabilitation of serowe waste rock at at Letlhakane mine. Both activities made significant progress aligned to the closure criteria in 2021, including reshaping to the closure criteria and topsoil being pushed down slopes and the creation of topsoil "pockets" that exhibit good vegetation growth. The benefits of implementing the rehabilitation plan are: improved facility stability and safety; reduction in mine closure liability and increased confidence on the closure criteria.

Physical Closure Strategies, Planning, and Integration

The adoption of the updated Mine Closure Toolbox version three late 2019, required that the 2019 integrated mine closure plan be reviewed to align it to the updated toolbox requirements. This ensures that Jwaneng Mine implements compliant closure plans.

Phase 1 of the MCT V3 alignment has been completed with the following outputs

- Updated Master Action Plan with more refined implementation timelines and RACI
- Risk Assessment aligned to the updated risk assessment format
- Gap Analysis aligned to the updated gap analysis format

Waste Rock Dumps Optimization Project

A Life of Mine Plan integrating closure requirements for the waste rock dumping strategy has been reviewed and signed off.

Rehabilitation Trials

In preparation for rehabilitation trials (revegetation), selected waste rock dumps have been stripped and shaped aligned to closure criteria requirements.

Slimes Dam 8 Wall Raising Project

- Dam 8 wall raising strategy has integrated closure criteria
- Execution has changed from the traditional method of double handling to use of RoM, and this has presented an opportunity to achieve closure cost liability reduction, BHAG and P101 and achievement of Zero Harm with below quanti fied benefits
- Closure Cost Liability Reduction
- 2,3 % = BWP 42,2M (main project)
- Additional Miner Closure Liability Reduction by 1.49% = P27,3Million (opportu nity project)
- **BHAG**
- 9 meters raising gives 5 years deposition capacity vs to 2,5 years provided by 5 meters
- P101
- Using RoM takes 9 months vs 16 months estimated for double handling
- Zero Harm
- Safe and stable landforms



Slimes dams 1-4 waste rock impoundment design project

- Rehabilitation and closure criteria recommend creation of buttresses around the slimes facilities by constructing impoundments or cladding of the Mineral Residue Dumps.
- Reduction in the closure liability can only be achieved once the construction design has been aligned to closure criteria requirements.
- Trade off study is on-going to decide on the cladding (buttressing) design.
- The design will focus on closure profiles and concurrent rehabilitation, ex-pit vs double handling construction methods and wall raise methods

Socio-Economic Closure

Waste Tyre Management Project (Circular economy)

Waste Tyre project has been adopted as a safe and sustainable solution for aging waste from waste tyres, conveyor belts and HDPE pipes. The waste recycling/management approach seeks to create long-term sustainable waste management processes while improving the socio-economic profiles of communities within host communities of Debswana mines. This is one of the opportunity projects that has potential to reduce closure liability and create long-term employment for host communities.

Pyrolysis Technology has been identified as a solution to manage waste tyres. A partner has been identified and contract awarded to implement the solution.

The development of regional economic development framework to identify economic growth opportunities with the greatest potential for Jwaneng and Letlhakane planning regions has been completed. The framework, unlocks investment and employment opportunities in alternative economic sectors.

The framework supports Debswana's commitment to social transition to achieve social closure visions for zone of influence.

OLDM 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 commenced 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 OLDM 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 2021, 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 as follows:



The results of the 2021 maturity assessments against the MCT V3 for both the OLDM and Jwaneng are presented in the figures below.

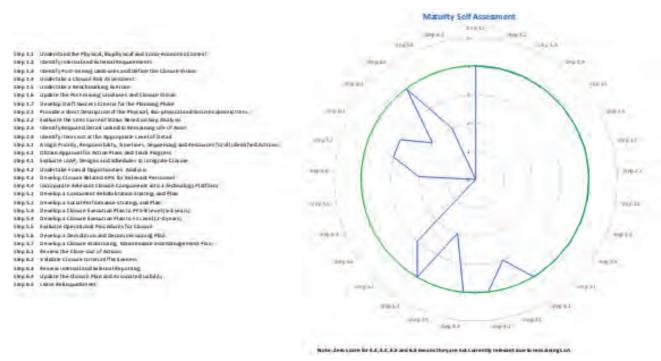


Figure 28: MCT V3 Maturity Assessment for OLDM



Figure 29: ICPS Maturity Assessment for Jwaneng



Acronym Fu	ull 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 2021 GRI Content Index

This GRI Content Index is a supplement to Debswana's 2021 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 1)
102-2	Activities, brands, products and services	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 2021 (page 1) 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 re levant 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 20 21 (page 1)
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 20 21 (page 1)
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.	Debswana in 20 21 (page 1) Performance overview (page 4) Operational performance (page 4)
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 72-84) The employee data is compiled from the Human Resources system and represents the workforce as at 31 December 20 21. 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 28)
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 20 21.
102-11	Precautionary Principle or approach	Whether and how the organization applies the Precautionary Principle or approach.	About this report (page 3)
102-12	External initiatives	A list of externally-developed economic, environmental and social charters, principles, or ot her initiatives to which the organization subscribes, or which it endorses.	About this report (page 3) 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 3)
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 06-10)



GRI 102: General Disclosures			
Disclosure Number	Disclosure Title	Description	Reference
102-16	Values, principles, standards, and norms of behaviour	A description of the organization's values, principles, standards, and norms of behaviour.	Debswana in 2021 (page 1)
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 29-38) 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 42-50)
102-41	Collective bargaining agreements	Percentage of total employees covered by collective bargaining agreements.	85% 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 42-50)
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 42-50)
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 42-50)
102-45	Entities included in the consolidated	a. A list of all entities included in the organization's consolidated financial statements or equivalent	About this report (page 3) The sustainability information reported covers all entities
	financial statements	documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	included in the separate financial report.
102-46	Defining report content and topic	a. An explanation of the process for defining the report content and the topic Boundaries.	About this report (page 3)
	Boundaries	b. An explanation of how the organization has implemented the Reporting Principles for defining report content.	Debswana implemented the GRI Reporting Principles as follows:
			Stakeholder inclusiveness - Stakeholder engagement (pages 42-50)
			Sustainability context - Our approach to sustainability (pages 35 to 36) and the introduction to the Focus Areas
			Materiality – Material topics (page 39-41)
			Completeness - We believe that this report covers all matters material to Debswana for the year to 31 December 2021.
102-47	List of material topics	a. A list of the material topics identified in the process for defining report content.	Material topics (page 39-41) This index
102-48	Restatements of information	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	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 2021
102-51	Date of most recent report	a. If applicable, the date of the most recent previous report.	31 December 2020
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 3)
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 3) The introduction to this table
102-55	GRI content index	a. The GRI content index, which specifies each of the GRI	This table: page 152-160
		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.	
102-56	External assurance	A description of the organization's policy and current practice with regard to seeking external assurance for the	Assurance is not provided over the Debswana 2021 RTS, but key sustainability risks are assured by internal and
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Disclosure Number	Disclosure Title	Description	Reference
		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 obtai ned, 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.	

GRI 200: Ec	onomic		
Disclosure	Disclosure Title	Description	Reference
Number			
203	Indirect Economic	Management approach disclosures	Our communities (page 85-116)
	Impacts	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	
203-1	Infrastructure investments and	a. Extent of development of significant infrastructure investments and services supported.	Our communities (page 85-116)
	services supported	b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant.	
		c. Whether these investments and services are commercial, in-kind, or pro bono engagements.	
203-2	Significant indirect economic impacts	a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the	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.
		context of external benchmarks and stakeholder	Examples of significant indirect economic impacts include:
		process, and policy agendas.	 Skills development programmes 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 77-78). 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 Batswana participate meaningfully in the development of the economy (page 77-96).
204	Procurement	Management approach disclosures	Local procurement (page 87-88)
	practices	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	
204-1	Proportion of spending on local suppliers	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).	Local procurement (page 87-88)
		b. The organization's geographical definition of 'local'.	
		c. The definition used for 'significant locations of operation'.	
205	Anti-corruption	Management approach disclosures	Governance (page 29-38)
		103-1 Explanation of the material topic and its Boundary	
		103-2 The management approach and its components	



GRI 200: Ec	GRI 200: Economic			
Disclosure Number	Disclosure Title	Description	Reference	
		103-3 Evaluation of the management approach		
205-3	Confirmed incidents of corruption and actions taken	a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	There were no confirmed incidents of corruption reported at Debswana operations in 2021.	
206	Anti-competitive behavior	Management approach disclosures 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 29-38)	
206-1	Legal actions for anti-competitive behavior, anti- trust, and monopoly practices	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. b. Main outcomes of completed legal actions, including any decisions or judgments.	There were no legal actions regarding anti-competitive behavior and violations of anti-trust and monopoly legislation against Debswana in 2021.	
GRI 300: En	vironmental			
Disclosure	Disclosure Title	Description	Reference	
Number				

GRI 300: Environmental			
Disclosure	Disclosure Title	Description	Reference
Number			
302	Energy	103-1 Explanation of the material topic and its Boundary	Our natural environment (page 126-148)
		103-2 The management approach and its components	
		103-3 Evaluation of the management approach	
302-1	Energy consumption within the organization	Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used.	Energy use and carbon emissions (page 130-134)
	organization	b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used.	Debswana currently does not use fuel from renewable sources.
		c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption	Energy use and carbon emissions (page 130-134)
		d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold	Debswana does not sell any electricity, heating, cooling or steam
		 e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. 	
		g. Source of the conversion factors used.	
302-3	Energy intensity	a. Energy intensity ratio for the organization.	Energy use and carbon emissions (page 130-134)
		b. Organization-specific metric (the denominator) chosen to calculate the ratio.	
		c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.	(15

GRI 300: Env	rironmental		
Disclosure	Disclosure Title	Description	Reference
Number		d. Whother the ratio uses energy consumption within the	
		d. Whether the ratio uses energy consumption within the organization, outside of it, or both.	
303	Water	103-1 Explanation of the material topic and its Boundary	Our natural environment (page 126-148)
303	Water	103-2 The management approach and its components	Our natural environment (page 120-146)
		103-3 Evaluation of the management approach	
303-1	Water withdrawal by source	a. Total volume of water withdrawn (in Megalitres), with a breakdown by the following sources:	Water use (page 135-138)
		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	
		b. Standards, methodologies, and assumptions used.	
303-3	Water recycled and	a. Total volume of water recycled and reused by the	Water use (page 135-138)
	reused	organization (in Megalitres). b. Total volume of water recycled and reused as a	
		percentage of the total water withdrawal as specified in Disclosure 303-1.	
		c. Standards, methodologies, and assumptions used.	
304	Biodiversity	103-1 Explanation of the material topic and its Boundary	Our natural environment (page 126-148)
		103-2 The management approach and its components	
0044		103-3 Evaluation of the management approach	Di li di
304-1	Operational sites owned, leased, managed in, or adjacent	 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: 	Biodiversity (page 140-146)
	to, protected areas	i. Geographic location;	
	and areas of high biodiversity value	ii. Subsurface and underground land that may be owned, leased, or managed by the organization;	
	outside protected areas	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).	
304-2	Significant impacts of activities,	The reporting organization shall report the following information:	Biodiversity (page 140-146)
servio	products, and services on biodiversity	a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:	
	blouversity	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;	



GRI 300: En	vironmental		
Disclosure Number	Disclosure Title	Description	Reference
- Trainisci		vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level).	
		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.	
305	Emissions	103-1 Explanation of the material topic and its Boundary	Our natural environment (page 130-134)
		103-2 The management approach and its components	
305-1	Direct (Scope 1)	103-3 Evaluation of the management approach a. Gross direct (Scope 1) GHG emissions in metric tons of	Energy use and carbon emissions (page 130-134)
0001	GHG emissions	CO2 equivalent.	Energy also and carbon emissions (page 199-197)
		b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.	
		c. Biogenic CO2 emissions in metric tons of CO2 equivalent.	
		d. Base year for the calculation, if applicable, including:	
		i. the rationale for choosing it;	
		ii. emissions in the base year;	
		iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	
		e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	
		f. Consolidation approach for emissions; whether equity share, financial control, or operational control.	
		g. Standards, methodologies, assumptions, and/or calculation tools used. $% \label{eq:calculation} % \begin{subarray}{ll} \end{subarray} % \begin$	
305-2	Energy indirect (Scope 2) GHG emissions	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent.	Energy use and carbon emissions (page 130-134)
	emissions	b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent.	
		c. If available, the gases included in the calculation; whether CO $_2$, CH $_4$, N $_2$ O, HFCs, PFCs, SF6, NF3, or all.	
		d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	
		e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	
		f. Consolidation approach for emissions; whether equity share, financial control, or operational control.	
		g. Standards, methodologies, assumptions, and/or calculation tools used. $% \label{eq:calculation} % \begin{subarray}{ll} \end{subarray} % \begin$	
305-3	Other indirect (Scope 3) GHG emissions	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent.	Energy use and carbon emissions (page 130-134)
	emissions	b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.	
		c. Biogenic CO2 emissions in metric tons of CO2 equivalent.	
		d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.	
		e. Base year for the calculation, if applicable, including:	
		i. the rationale for choosing it;	
		ii. emissions in the base year;	
		iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	
		f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	
		g. Standards, methodologies, assumptions, and/or calculation tools used.	

GRI 300: En	RI 300: Environmental		
Disclosure Number	Disclosure Title	Description	Reference
		d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.	
		e. Base year for the calculation, if applicable, including:	
		i. the rationale for choosing it;	
		ii. emissions in the base year;	
		iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	
		f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	
		g. Standards, methodologies, assumptions, and/or calculation tools used.	
307	Environmental compliance	103-1 Explanation of the material topic and its Boundary	Governance (page 29-38)
	Compliance	103-2 The management approach and its components	Our natural environment (page 126-148)
		103-3 Evaluation of the management approach	
307-1	Non-compliance with environmental laws and	a. Significant fines and non-monetary sanctions for non- compliance with environmental laws and/or regulations in terms of:	Debswana did not incur any significant fines or non- monetary sanctions for non-compliance with environmental laws and/or regulations in 2021.
	regulations	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 environmental laws and/or	
		regulations, a brief statement of this fact is sufficient.	

GRI 400: Social			
Disclosure Number	Disclosure Title	Description	Reference
403	Occupational health and safety	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	Health and safety (page 53-64)
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	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: i. region; ii. gender. 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: i. region; ii. gender. c. The system of rules applied in recording and reporting accident statistics.	Health and safety (page 53-64)
406	Non-discrimination	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 (29-38)
406-1	Incidents of discrimination and corrective actions taken	a. Total number of incidents of discrimination 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 unfair discrimination reported at Debswana during 2021
411	Rights of indigenous peoples	103-1 Explanation of the material topic and its Boundary 103-2 The management approach and its components	Governance (page 29-38) Our communities (page 85-116)

GRI 400: Social			
Disclosure Number	Disclosure Title	Description	Reference
		103-3 Evaluation of the management approach	
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, 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 2021
413	Local communities	103-1 Explanation of the material topic and its Boundary	Our communities (page 85-116)
		103-2 The management approach and its components 103-3 Evaluation of the management approach	
413-1	Operations with local community engagement, impact assessments, and development programmes	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programmes, 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 programmes 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 85-116) All Debswana operations have local community engagement and development programmes 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 29-38) Our communities (page 85-116)
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-	There were no significant fines and non-monetary sanctions for non-compliance with laws or regulations in the social and economic area in 2021.





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