

# OUR CODE OF CONDUCT

OUR VALUES IN ACTION



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# A MESSAGE FROM OUR CHAIRMAN

Dear colleagues,

Today's business world continues to change with increasing speed and companies like ours face ever-greater demands and expectations from our many different stakeholders. In our own business, we are not only scrutinised by those in the countries in which we operate, but also by the international community and society at large.

Quite rightly, what we do in any one country is measured against the standards of international law. Just as importantly, when it comes to our reputation, we are also viewed in comparison with global best practice.

For mining companies, such as ours, we have the added pressures of a highly cyclical operating environment and increasingly stringent legal and regulatory requirements.

This puts our ethical performance into the spotlight – and raises the importance of not only committing to high standards of business conduct, but also of being able to demonstrate proper compliance with these standards throughout the organisation. We can all think of high-profile instances where companies have suffered considerable financial and reputational damage, from which some may not recover.

This challenging external environment, and the need for business to adjust to it through far-reaching organisational change, has also contributed to increased risk as our ability to live by our values and expected behaviours is put under pressure.

More than ever, we all need to commit to acting with integrity and displaying care and respect for the rights and livelihoods of our colleagues, communities and the natural environments in which we work. That entails behaving consistently with Anglo American's values, both inside and outside the workplace. In particular, we have to constantly work on building the trust that is integral to our deep-seated reputation for doing the right thing, but which is also the key to unlocking value and safeguarding our broader licence to operate.

This Code aims to be a single point of reference for everyone associated with the Anglo American Group – as well as the departure point for a fuller understanding of our ethical policies and procedures. It sets out 'how' we must all behave in reinforcing our values, and 'what' we should be doing to protect Anglo American's good name, and to make a positive difference.

Please add your personal commitment to living out the values that our Code of Conduct describes.



A handwritten signature in blue ink, which appears to read 'Stuart Chambers'. The signature is fluid and cursive.

**Stuart Chambers**  
Chairman

# OUR ROLE AS A RESPONSIBLE MINER

Anglo American is a globally diversified mining business. Our portfolio of world-class competitive mining operations and undeveloped resources provide the raw materials to meet the growing consumer-driven demands of the world's developed and maturing economies. Our people are at the heart of our business. It is our people who use the latest technologies to find new resources, plan and build our mines and who mine, process and move and market our products – from diamonds (through De Beers) to platinum and other precious metals and copper – to our customers around the world. As a responsible miner, we are the custodians of these precious resources. We work together with our key partners and stakeholders to unlock the long-term value that they represent for our shareholders, but also for the communities and countries in which we operate – creating sustainable value and making a real difference.

## OUR VALUES AND BEHAVIOURS

We are creating an organisation where all people are treated in such a way that they bring the best of who they are to work. Our values (see pages 34 and 35) and the way in which we, as individuals, are expected to behave are the foundation for our Code. Acting according to these values and behaviours defines our culture as an organisation, underpinning our good reputation and the promise we make to all our stakeholders – **Real Mining. Real People. Real Difference.**

To view our values, go to pages 34 and 35.

## 7 IMPORTANT THINGS TO KNOW ABOUT OUR CODE OF CONDUCT

- 1** Our Code of Conduct (the Code) replaces the 'Good Citizenship: Business Principles' and any other code of conduct documents in use in any part of the Anglo American Group. We are bringing together the core principles into one Code, so the essential requirements we all need to follow are clear.
- 2** Use this Code as a guide directing you to policies, standards and further information sources to help you when you have to make difficult choices about the right thing to do.
- 3** Our Code applies to everyone in the Anglo American Group, including members of the Board of directors and our affiliate companies. We all have a responsibility for upholding high standards, wherever we are and wherever we work.
- 4** People will be held accountable for their behaviour at work and action will be taken where the Code has not been followed. Consequences will depend on how an individual has broken the rules of the policies in the Code and in what circumstances, and could range from a warning to dismissal, as per our Accountability Framework (see Group Accountability Policy).
- 5** We also expect our contractors, suppliers, agents and industry associations of which we are a member, along with their employees, to work and act in a way that is consistent with our Code.
- 6** We have operations in many countries, and those countries all have laws. Everyone here is trusted to follow the laws that apply to them and to do the right thing, even when the law does not give specific guidance. When laws set standards that are different from our Code, we expect people to follow whichever sets the higher standard of behaviour.
- 7** If you are a manager or leader, you have extra responsibilities. You must help your team members to understand and apply our Code, and to demonstrate our values in action through their behaviour. That means acting as a role model for your team by consistently exemplifying our vision of ethical business conduct in your words and actions, and listening and responding to concerns your people raise.

For ease of reading we use generic language in describing the Group, and this is further explained at the end of this document.

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# WHY IT MATTERS TO US ALL

Dear colleagues,

I am proud to introduce our Code of Conduct. Anglo American has always had policies which guide us to do the right thing, and what this new Code does is make very clear 'what' we must all do and 'how' we must behave to protect each other and our reputation. It symbolises what we stand for. The Code explains the boundaries within which we must work every day and brings together in one place our material ethical principles and policies. It has at its core our shared values which describe how we must behave consistently to continue to earn the trust that gives us our licence to operate.

The ethical and moral decisions we make every day, choosing to do the right things and delivering on our promises, are what build trust and demonstrate our values in action. This Code applies to everyone working for and with us, from our employees and contractors to our partners. Read it, understand it and follow it. We are personally and collectively accountable for the actions we take and must apply our judgment when deciding what to do and how to do it. One of our brand promises is to have the courage of our convictions. This empowers us all to make the right decisions. This includes putting safety first every time, behaving with integrity, and showing care and respect for each other.

The Code also serves as a reminder of the behaviour we can all ask of, and expect, from our colleagues, the values we should all exhibit, and the standards Anglo American has committed itself to upholding in its interactions with key stakeholders such as the communities and governments in the countries where we operate. As such, I firmly believe the Code needs to have the same focus as safety and production as it is central to Anglo American making a 'Real Difference', and to the pride we should all feel in contributing to that outcome.

You should keep coming back to the Code for direction and guidance if ever you are in any doubt about the right thing to do when faced with an ethical dilemma or legal concern. Equally, if you see or hear anything that is, or may be, contrary to our values, this Code or the policies that support it, speak up. No one is ever on their own. Your line manager should be the first person that you turn to in these situations, but we also have a service, YourVoice, that enables any employee, colleague or stakeholder to confidentially and anonymously report concerns relating to the integrity of any person's conduct.

By remaining true to our values and complying with the policies and standards within this Code, you are demonstrating your commitment to creating sustainable value that makes a real difference.



**Mark Cutifani**  
Chief Executive



To see more about YourVoice, go to pages 32 and 33.

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“We give our all to eliminating injuries because we value life and are unconditional about safety, health and well-being at work and at home.”



**WE PRIORITISE  
SAFETY, HEALTH AND  
THE ENVIRONMENT**

**We believe that robust processes for the management of safety, health and the environment are a fundamental element of good management practice, and essential for creating a safe and productive place to work and for maintaining our licence to operate.**

## **SAFETY**

We believe that all injuries are preventable – our aim is that ‘zero harm’ comes to those who work within and around our operations. We take personal responsibility to maintain a safe and secure place of work – our operations should have fundamentally safe, well-designed and well-maintained plants, equipment and infrastructure, with effective safety management systems.

We comply with all applicable safety laws in addition to our own policies and requirements.

We ensure that all our staff are appropriately trained to manage their own safety, the safety of their colleagues, and that safety standards are consistently applied across our operations. We are rigorous in learning from incidents and in preventing recurrences. We expect our consultants, agents, contractors and suppliers to follow our policies and requirements on safety.



### **SAFETY**

#### **Resources:**

Group Safety, Health and Environment Policy  
Anglo American Safety, Health and Environment Way (“SHE Way”)  
Safety Eureka! Space  
Life Saving Rules  
Technical Standards

#### **Who can I speak to?**

Line manager  
Safety representative



### **ALWAYS**

- Know and follow the safety requirements and emergency procedures that apply to your work, including the Personal Protective Equipment (PPE) you must wear.
- Remain “unconditional” with respect to safety.
- Identify hazards and assess and manage risks.
- Look out for your fellow workers and raise any potential safety issues with your line manager.
- Deal with safety issues honestly and openly.
- Report all hazards, incidents, injuries and illnesses.
- Close out actions and apply learnings from safety incidents.
- Stop work if you think it is unsafe.



### **NEVER**

- Start work you are not qualified to perform.
- Ignore a safety issue, however small it may seem.
- Turn a blind eye if safety controls are not in place, not being followed or don’t work.
- Assume someone else will report a risk or concern; safety is everyone’s personal responsibility.



## HEALTH

Providing healthy work environments is a legal and moral imperative for us and constitutes an investment in the productivity of our business.

All employees and contractors should be able to return home fit and well at the end of each shift and remain so during the course of their working lives. Our most important focus is on eliminating health hazards at their source. We believe that investing in wellness programmes that support healthy lifestyles and emotional resilience promotes employee engagement and productivity. We also endeavour to support employees who are managing long-term physical or psychological conditions.

We believe that contractors should benefit from the same health standards as employees. We comply with all applicable health laws in addition to our own policies and requirements.



### HEALTH

#### Resources:

Group Safety, Health and Environment Policy  
Anglo American Safety,  
Health and Environment Way ("SHE Way")  
Group HIV and AIDS Policy  
Health *Eureka!* Space  
Occupational Hygiene Standard  
SSD PPE Specification

#### Who can I speak to?

Line manager  
Occupational health



### ALWAYS

- Take personal responsibility for your own health by wearing the necessary personal protective equipment (PPE) and adhering to mandated work processes.
- Take appropriate preventative measures for any infectious diseases prevalent in the area(s) where you are working.
- Proactively identify health risks and report these to your manager.
- Ensure that the correct controls are in place when undertaking daily tasks.



### NEVER

- Fail to adhere to mandatory PPE requirements.
- Ignore a failure in controls – take responsibility for reporting these and preventing harm.





## ALCOHOL AND DRUG USE

Any employee, contractor or agency worker reporting to work must be free from the influence of alcohol, illegal drugs or any medication that may impair their ability to execute their duties safely and healthily. Consumption of alcohol, on or close to Anglo American premises by all staff continuing to exercise their operational work

duties, is strictly forbidden. We also prohibit the possession or consumption of illegal drugs at our work locations. We pursue a policy of educating our employees, undertaking testing, and providing support to those in need, in order to monitor that alcohol or illegal and unsafe drug use is not present in the workplace.



### ALWAYS

- Report to work fit and ready to carry out your tasks.
- Advise your supervisor or manager if you have doubts about your fitness to work.
- Report situations where a work colleague is drunk or under the influence of alcohol and/or illegal drugs.
- Discuss with your line manager or Human Resources any situation where you suspect or know a colleague is taking prescription drugs which may impair their ability to work or otherwise pose a threat to safety.



### NEVER

- Turn up for work when drunk or under the influence of alcohol or any illegal drug.
- Consume alcohol or illegal drugs during working hours on operational sites.
- Ignore substance abuse.



## ALCOHOL AND DRUG USE

### Resources:

Group Drug and Alcohol at Work Policy  
Local Policies on Drug and Alcohol at Work  
Local Employee Handbooks

### Who can I speak to?

Line manager  
Human Resources  
Safety representative or Occupational health

## THE ENVIRONMENT

We seek to minimise our impact on the environment by integrating environmental considerations into core planning, covering the full life-cycle of an operation, from exploration to beyond mine closure. We seek to adhere to legal requirements and Anglo American's standards. We use natural resources, including water and energy, sparingly in recognition of the needs of others with whom we share such resources, as well as the economic benefits to our business. We do not accept that mining should compromise the well-being of communities who depend on the services provided by ecosystems and their components: water, soil, nutrients and organisms. Our aspiration is to create innovative partnerships that generate net socio-environmental benefits.

We recognise the complex global challenge posed by climate change and our responsibility to take action to address its causes and protect our employees, assets and host communities against its potential impacts. We are committed to working in partnership and consultation with all relevant stakeholders to help address the causes and impacts of climate change.

We aim to understand our potential biodiversity impacts and to avoid, minimise and, where

necessary, offset any material biodiversity impacts, aiming to achieve Net Positive Impact (NPI) in future. We respect legally designated Protected Areas and key biodiversity areas and commit to not exploring or mining within World Heritage Sites.



### ALWAYS

- Consider how your work can contribute to preventing harm to the environment.
- Identify, manage, monitor and report potential environmental risks.
- Use resources sparingly.



### NEVER

- Ignore a potential or actual environmental incident.
- Undertake work without the necessary environmental authorisations.



## THE ENVIRONMENT

### Resources:

Group Safety, Health and Environment Policy  
Anglo American Safety, Health and Environment Way ("SHE Way")  
*Environment Eureka!*  
Space  
Group Climate Change Policy  
Group Water Policy  
Climate Change  
Position statement

### Who can I speak to?

Line manager  
Safety and Sustainability

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# WE TREAT PEOPLE WITH CARE AND RESPECT

“We believe in humanity and therefore show care and respect for all people and will not turn a blind eye to what is wrong.”





We achieve our goals through our people and partnerships with our stakeholders. We are committed to our people and host communities and their development, and we value their diverse and unique contributions. We are focused on maintaining a work environment where our employees can develop and thrive and work with our host communities to create mutually beneficial relationships.



## LABOUR AND HUMAN RIGHTS

We have a fundamental commitment to respecting labour and human rights. This informs our core values. It is further expressed through our observance of core labour rights; being guided by relevant laws and regulations; being a signatory to the United Nations Global Compact and a supporter of the UN Guiding Principles on Business and Human Rights. We aim to identify, assess and minimise potential adverse human rights impacts that we cause or contribute to, or that are linked to our business, including by our suppliers or third parties acting on our behalf, through ongoing due diligence and appropriate management. We further emphasise our commitment to civic freedoms and the rule of law, including respecting the rights of human rights defenders. Should adverse impacts occur as a result of our operations, our objective would be to ensure that these are remediated to the greatest possible extent.

As a signatory to the Voluntary Principles on Security and Human Rights, we have made a commitment to maintaining the safety and security of our operations and staff within an operating framework that encourages respect for human rights via any necessary interactions with both public and private security providers. Where it is within our power to do so, we also seek to promote the observance of human rights in the countries where we work.

We are committed to the International Labour Organisation's core labour rights, covering the right to freedom of association and collective bargaining, the right to equal remuneration for equal work, and a zero tolerance approach to modern slavery, forced labour, child labour and unfair discrimination.



### LABOUR AND HUMAN RIGHTS

#### Resources:

Group Human Rights Policy  
Anglo American Social Way ('Social Way')

#### Who can I speak to?

Line manager  
Corporate Relations  
Human Resources representative



### ALWAYS

- Report any potential or suspected labour or human rights abuse in our operations or in those of a business partner.
- Undertake risk-based due diligence of higher-risk business partners (such as construction contractors or security providers) to assess their approach to respecting human rights.



### NEVER

- Agree to any action likely to result in adverse impacts on the labour or human rights of fellow employees, local communities or other stakeholders.
- Neglect the rights of vulnerable and/or marginalised groups in our human rights due diligence process; we should always ensure that their voices are heard and interests fully represented in any impact analysis or remediation processes being undertaken.
- Ignore human rights abuses in suppliers, customers and other partner organisations.



## HOST COMMUNITIES

We are committed to making a lasting, positive contribution to the countries and communities in which we operate. Maintaining open and robust engagement with the communities affected by our operations – in which many of our employees may also live – is a priority for us and is based on our value of care and respect. We seek to share, plan and communicate with those communities transparently and honestly, and aim always to engage with them in a manner which avoids all unethical behaviour or the appearance of improper influence having been exerted.

We want to create and maintain mutually beneficial relationships by understanding and maximising the positive influence we can have on local and regional development.

The Anglo American Social Way ('Social Way') describes our framework for social performance, giving clear requirements for all Anglo American managed sites at all phases of development. Processes for planning and undertaking our mining operations must always aim to avoid or minimise adverse impacts on affected stakeholders, including vulnerable groups, and maximize development opportunities.

We respect the rights, interests and perspectives of Indigenous Peoples, and take into account their unique and special connections to land, water and other natural resources.



### HOST COMMUNITIES

#### Resources:

Anglo American Social Way ('Social Way')  
Business Integrity Policy and related Procedures  
Group Human Rights Policy

#### Who can I speak to?

Corporate Relations  
Site-based Social Performance managers



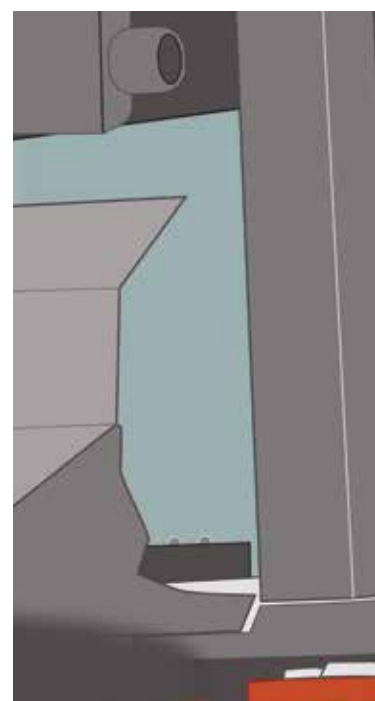
### ALWAYS

- Follow the Anglo American 'Social Way' requirements when engaging with host communities.
- Be respectful, open and transparent in all engagement with communities.
- Seek advice from social performance specialists when engaging with host communities.
- Report and investigate stakeholder grievances and other incidents with social consequences.



### NEVER

- Make material operational changes without considering and managing impacts on host communities.
- Assume that responsibility for managing social issues rests only with site-based social teams.
- Exert any improper, unethical or illegal influence over any individuals in communities affected by our operations.
- Make commitments to communities without the proper authority and without recording them in site commitment registers.





## EQUALITY (DIVERSITY, INCLUSION AND FAIR TREATMENT)

At Anglo American, we promote an inclusive environment where every colleague is valued and respected for who they are and has the opportunity to fulfil their potential. All colleagues are expected to treat each other with care and respect, and we are committed to ensuring that every individual can bring their whole self to work each day regardless of their gender, sexual orientation, age, race, ethnicity, religion, national origin or disability.

We believe our workforce should reflect the diversity of our partners, customers and the communities and countries in which we operate. We set appropriate global goals for diversity at senior levels to ensure continuous improvement and commit to practices which help ensure that the careers of all colleagues are managed fairly and inclusively.



### ALWAYS

- Treat others as you expect to be treated yourself.
- Have the courage to speak up about any discrimination you might see.
- Appoint on merit in line with resourcing policies and taking account of legal and affirmative action requirements in specific geographies.



### NEVER

- Discriminate against anyone because of their gender, sexual orientation, age, race, ethnicity, religion, national origin or disability, except where required by law.
- Disseminate or display materials that can reasonably be expected to cause offence because of their treatment of the above issues; for example, sexually explicit images.



### EQUALITY

#### Resources:

Global Inclusion and Diversity Policy  
Employee Handbook (UK only)  
For other locations, refer to local employee handbook or HR guidelines

#### Who can I speak to?

Line manager  
Inclusion and Diversity Team  
Human Resources

## HARASSMENT AND BULLYING

We aim to ensure that all colleagues are treated, and treat others, with care and respect and as such, we are committed to zero tolerance within the workplace with regard to acts of bullying, harassment and/or victimisation. This includes all global places of work, including business trips, all work-related events and functions and social engagements with colleagues, during or outside of normal working hours.



### ALWAYS

- Stand up for everyone.
- Speak up if you witness or experience bullying, harassment or victimisation.



### NEVER

- Behave in a way that undermines or humiliates an individual or violates their dignity.
- Make unwanted or inappropriate comments, suggestions or physical contact.



### HARASSMENT AND BULLYING

#### Resources:

Global Bullying, Harassment and Victimisation Policy  
Employee Handbook (UK only)  
For other locations, refer to local employee handbook or HR guidelines

#### Who can I speak to?

Line manager  
Inclusion and Diversity Team  
Human Resources







## PERSONAL INFORMATION AND PRIVACY

We must treat people with care and respect by respecting the privacy of individuals, and by complying with all applicable laws on the collection, storage, use, retention, transfer and deletion of personal data. Personal data typically includes any information relating to an individual person who can be identified from that information. This includes anything ranging from an individual's name or passport details, through to their opinions or other people's feedback on them.

We only process personal data lawfully and fairly, and will only keep that data for as long as it is strictly necessary in light of the purpose for which the data was collected.

We only share personal data with others when there is a legitimate business or legal need to do so. We ensure that the transfer of that data complies with applicable data privacy laws and that anyone receiving personal data from us understands the importance of protecting that data.

Where we work with others, such as suppliers and consultants, we make clear the importance of our standards on data privacy. We respect the rights each of us has to review, update and correct our personal information.



### PERSONAL INFORMATION AND PRIVACY

#### Resources:

Group Data Privacy Policy

#### Who can I speak to?

Line manager  
Data Privacy Office  
(at [dataprotection@angloamerican.com](mailto:dataprotection@angloamerican.com))  
Group Legal  
Global IM Security



### ALWAYS

- Consult the Data Privacy Office prior to starting a new project or activity that involves personal data.
- Keep personal data confidential and secure and protect it against accidental and malicious loss, destruction, damage and unauthorised disclosure.
- Process personal data only where we have a lawful reason to do so.
- Be transparent with individuals about what we are doing with their data.
- Inform the Data Privacy Office immediately if a suspected or confirmed data breach has occurred.



### NEVER

- Access personal data unless you have the appropriate authorisation.
- Share personal data outside of the organisation, unless appropriate due diligence has been conducted on the receiving organisation, and a suitable contract is in place.



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# WE CONDUCT BUSINESS WITH INTEGRITY

“We always act honestly, fairly,  
ethically and transparently.”



**We are a trusted company. We seek to build and maintain the trust and confidence of our business partners. We gain our competitive advantage through strong performance, not unethical or illegal practices.**

## BRIBERY

We stand against corruption. Bribes and other corrupt payments are unethical, contrary to our values and illegal. We will neither give nor accept bribes nor permit others to do so in our name, either in our dealings with public officials, the communities in which we operate or with suppliers and customers.

Our employees are required to comply with our Business Integrity Policy. We are committed to taking appropriate steps to ensure that our business partners also understand and comply with our Business Integrity Policy when doing business with us or on our behalf.

We support efforts to eliminate bribery and corruption worldwide and encourage our suppliers, customers and partners to do the same.



### BRIBERY

**Resources:**

Business Integrity Policy and related Procedures

**Who can I speak to?**

Line manager

Local Business Integrity Implementation

Manager or Compliance Function

Ethical Business Conduct team

Group Legal



### ALWAYS

- Know who you are doing business with.
- Abide by the Business Integrity Policy and related Procedures.
- Contact your local Business Integrity Manager or Compliance Function, or the Ethical Business Conduct team, if you have any bribery or corruption related questions or concerns, e.g. if a third party attempts to improperly influence you, or if that could be the perception.
- Attend Business Integrity training if nominated to do so – it is designed to help you manage bribery and corruption risk.



### NEVER

- Offer or accept bribes, kickbacks, any improper payments or other advantage to or from third parties, including facilitation payments.





## GIFTS, ENTERTAINMENT AND HOSPITALITY

Our relationships with suppliers, customers and business partners, including governmental and other public bodies, are conducted on the basis of objective factors and are not influenced by the offer or acceptance of gifts or the provision or receipt of entertainment or hospitality. Our policies are not intended to prevent the establishment and building of legitimate business relationships.

However, inappropriate (i.e. excessive or lavish) gifts, entertainment and hospitality can be seen as a way to unfairly gain business advantage and can amount to an illegal bribe. Gifts, entertainment or hospitality offered or provided to government or public officials carry a heightened risk of perceived bribery and always require careful, prior consultation with the Ethical Business Conduct team.



### GIFTS, ENTERTAINMENT AND HOSPITALITY

#### Resources:

Business Integrity Policy and related Procedures

#### Who can I speak to?

Line manager  
Local Business Integrity  
Implementation Manager or  
Compliance Function  
Ethical Business Conduct team  
Group Legal



### ALWAYS

- Consider if it's appropriate and proportionate to offer or accept a gift or hospitality under the circumstances.
- Follow the applicable gift and hospitality declaration and approval policies and procedures.
- Report conduct that may be perceived as an attempt to bribe.
- Remember that gifts, entertainment and hospitality involving government or public officials carry a heightened risk of perceived bribery.



### NEVER

- Offer gifts, entertainment or hospitality in order to gain a business advantage.
- Provide gifts, entertainment or hospitality from your own money to avoid having to register them at work.
- Offer or accept gifts, entertainment or hospitality which are lavish, inappropriate or in cash.
- Offer or accept gifts that may create a sense of obligation, may create a conflict of interest, or be perceived to influence your (business) judgment.





## CONFLICTS OF INTEREST

Our employees, contractors and consultants must avoid actual or perceived conflicts of interest involving themselves, close relatives or associates. Where a conflict could arise, you must draw this to the attention of your line manager or Human Resources and ensure that the conflict is managed appropriately.

A conflict of interest exists when your personal or professional interests or activities affect your ability to make clear, objective decisions for Anglo American.

Actual conflicts of interest must be avoided, but even the perception of a conflict of interest can be damaging to Anglo American and must be disclosed and discussed as early as possible.

There are many ways that conflicts of interest could arise. For example, if you:

- are a board member of another organisation outside work;
- have a material interest in a private company which is related to your work;
- have another job outside of Anglo American;
- have an intimate relationship with another employee at work who can influence your salary, rating or promotion;
- have an intimate relationship with a representative of a business partner or competitor of Anglo American.



### CONFLICTS OF INTEREST

#### Resources:

Business Integrity Policy and related procedures  
Group Sponsorship Policy

#### Who can I speak to?

Line manager  
Local Business Integrity Implementation Manager  
or Compliance Function  
Human Resources  
Ethical Business Conduct team



### ALWAYS

- Think about whether anyone might perceive that you have a conflict of interest.
- Discuss any possible conflict with your line manager or Human Resources as early as you can and be open and transparent about the situation.
- Follow the policies and procedures that have been established for recording and managing conflicts of interest.



### NEVER

- Hide or fail to disclose any actual, potential or perceived conflict of interest.





## SUPPLIERS, CUSTOMERS AND OTHER BUSINESS PARTNERS

We are careful and fair about how we select and use suppliers, customers and other business partners.

We therefore seek to work with suppliers and business partners who share our commitment to safety, legal requirements, integrity, human rights and to the principles set out in our Code.

We follow established procedures that enable us to select the right business partners, who meet legal requirements while mitigating risks of improper influence arising out of our interactions with these third parties.

Our ongoing efforts to build a sustainable supply chain, our reputation and ultimately our financial performance could be damaged by the actions of suppliers, advisers, agents and contractors. In certain circumstances, Anglo American may be held responsible for their actions.

It is never acceptable for any third party to carry out an act on Anglo American's behalf which would constitute a breach of the law, this Code or our policies.

We seek to provide sustainable, responsible local procurement that positively contributes to a resilient supply chain and the economic and social development of the communities in which we operate.

Through our procurement practices, we prioritise purchasing from host communities in order to build a resilient supply chain while supporting the socio-economic development of the communities in which we operate and impact.



## SUPPLIERS, CUSTOMERS AND OTHER BUSINESS PARTNERS

### Resources:

Supply Chain Standards  
Supply Chain Responsible Sourcing Standard for Suppliers  
Supply Chain GEH Procedure  
Supply Chain Eureka! Space  
Inclusive Procurement Policy  
Business Integrity Policy and related Procedures  
Anglo American Modern Slavery Act  
Labour and Human Rights Policy  
Anglo American Social Way ('Social Way')

### Who can I speak to?

Line manager  
Group Supply Chain  
Group Legal  
Ethical Business Conduct Team  
Local Business Integrity Manager  
or Compliance Function



## ALWAYS

- Comply with procurement and supplier management procedures.
- Treat suppliers and customers in an honest, respectful and responsible way.
- Participate in training and education to understand how improper contact could arise.
- Adhere to the Business Integrity Policy and related procedures when involved in procurement processes.
- Use YourVoice to report any potential unethical behaviour on the part of suppliers or Anglo American staff.



## NEVER

- Either deliberately or by omission, seek to bypass established Supply Chain procedures.
- Discuss pricing, share confidential information or enter into commercial discussions with a supplier, or prospective supplier, without a Supply Chain representative present.
- Encourage a supplier to do something in connection with its business dealings with Anglo American which would breach our Code or the law.
- Accept anything that exceeds mandated policy limits from a supplier or potential supplier without seeking prior guidance.
- Provide any supplier or potential supplier with any unfair or improper advantage.





## WORKING WITH INSTITUTIONAL STAKEHOLDERS

### Resources:

Group International and Government Relations Policy  
[Business Integrity Policy](#) and related procedures  
 Government Relations Handbook and Toolkit

### Who can I speak to?

Line manager  
[Corporate Relations](#)  
 Ethical Business Conduct team  
[Group Legal](#)  
 Local Business Integrity Manager or Compliance Function

## WORKING WITH INSTITUTIONAL STAKEHOLDERS

To achieve our goal of safe, responsible mining that contributes to sustainable development, we must engage with governments to help shape the public policy that affects not only our activities and those of the mining industry more widely, but also the broader public policy issues that are relevant to our business and our stakeholders.

We build constructive, lasting relationships with governments, contribute useful information and expertise and engage with international organisations and civil society, directly and through our memberships of industry associations, to help develop robust, informed policy and regulation. We are committed to contributing to the sustainable development and good governance of the countries in which we work. We therefore support the Extractive Industries Transparency Initiative (EITI) and its efforts to allow citizens to see for themselves how their country's natural resources are being managed and how much revenue they are generating.

We also seek to co-operate with government enquiries and investigations.

To avoid any potential perception of Anglo American exercising improper influence over decision-making, we do not support any political party, group or individual.

We do not provide financial or other support for political purposes to any politician, political party or related organisation, or to any official of a political party or candidate for political office, in any circumstances, either directly or through third parties.

We use our influence with all industry associations of which we are a member to seek to ensure that those organisations operate in a way which is consistent with the Code. There should therefore be no scope for any perception that Anglo American is exercising improper influence through its membership of industry associations, or any perception that Anglo American may encourage industry associations to pursue policies not aligned with Anglo American's.

As individuals, our employees have the right personally to take part in the political process, including making personal political contributions. However, they must make it clear that such support arises from their personal political beliefs and is not related to Anglo American.



### ALWAYS

- Be truthful, accurate, co-operative and courteous when dealing with government officials.
- Seek your line manager's approval before becoming involved in a business activity concerning Anglo American that involves any political party.
- Make sure your personal interests or activities do not create a conflict of interest for you as a member of Anglo American.



### NEVER

- Attempt to obstruct the lawful collection of information, data, testimony or records by authorised government representatives.
- Use Anglo American funds or resources – or personal funds on Anglo American's behalf – to make political donations to political parties, or support any political activity, candidate or party.





## TAX

Anglo American is committed to compliance with relevant tax laws in all the jurisdictions in which we operate, paying the right amount of tax at the right time, in the countries where we undertake business activity.

We believe in openness and transparency. Our published Group Tax Strategy sets out our approach to tax and through our Tax and Economic Contribution Report, we disclose and report annually on our tax and economic contributions in each of our key operating jurisdictions.

Our commitment to compliance with relevant tax laws includes a zero tolerance approach to tax evasion. We are committed to ensuring that we comply with laws relating to the

prevention of tax evasion and the prevention of tax evasion facilitation. Tax evasion is a criminal offence; it means cheating the public revenue or fraudulently evading tax, generally by a deliberate action or omission, with dishonest intent. Tax evasion facilitation means being knowingly concerned in or taking steps with a view to the fraudulent evasion of tax by another person, or aiding, abetting, counselling or procuring the commission of that offence.

We are committed to taking appropriate steps to ensure that our employees and business partners, including persons or organisations who perform services for or on behalf of the Group, understand and comply with our Anti-Tax Evasion Policy.



### TAX

**Resources:**

Group Tax Strategy  
Anti-Tax Evasion Policy  
Tax and Economic  
Contribution Report

**Who can I speak to?**

Group Tax  
Group Legal



### ALWAYS

- Follow the Anti-Tax Evasion Policy and our approach to tax as set out in the Group Tax Strategy.
- Raise concerns if you notice or suspect that a request or activity may concern tax evasion
- Act responsibly in relation to all tax compliance matters, respecting the laws of each country in which we operate.



### NEVER

- Engage in any form of tax evasion or facilitation of tax evasion.
- Fail to promptly report any incidences of facilitation of tax evasion.

## FAIR COMPETITION

We are committed to a free-market economy where vigorous but fair competition will result in the most efficient allocation of goods and services, the lowest prices, the highest quality and optimal innovation.

We prohibit anti-competitive practices and will not tolerate any such activity by our employees. We are subject to competition laws (also known as antitrust laws) in almost every jurisdiction in which we do business, and we are committed to conducting our business in compliance with these laws.



### FAIR COMPETITION

**Resources:**

Group Antitrust Policy  
Group Antitrust  
Compliance Procedures

**Who can I speak to?**

Group Legal



### ALWAYS

- Know who Anglo American's competitors are.
- Obtain prior authorisation before joining a trade association.
- Contact Group Legal if a competitor discloses confidential information to you, directly or indirectly, outside of arrangements approved by Group Legal.
- Participate in the compliance programme (including training) if nominated to do so – it is designed to help you manage competition law risk.



### NEVER

- Reach an agreement or understanding with a competitor to:
  - fix purchase or selling prices;
  - limit production or supply;
  - allocate customers or markets; or
  - rig bids.
- Disclose confidential information to a competitor, directly or indirectly, without first discussing with Group Legal.
- Denigrate a competitor or its products or services.



## TRADE CONTROLS AND SANCTIONS

Anglo American is committed to compliance with all applicable trade controls and sanctions. This includes economic sanctions, and import and export laws.

Most countries in which we operate impose restrictions on the movement of products across borders. Various countries, regions and organisations, such as the USA, European Union and the United Nations, have imposed trade sanctions against certain countries, organisations and individuals. Some countries penalise people and companies that undertake transactions prohibited by their sanctions' regime even though there is no connection between the sanctioning country and the transaction.

Economic or trade sanctions are complicated and far-reaching. If you are in any way involved in business or transactions with a high-risk/sanctioned country, entity or person, you must ensure compliance with all applicable laws. Entering into a transaction with a high-risk/sanctioned country, entity or person could prevent or significantly hinder Anglo American's ability to continue raising finance in the international debt markets. You should consult with Group Legal as early as possible in such situations.

The import or export of certain goods or services may be prohibited or subject to regulatory requirements (such as satisfying registration requirements or obtaining a licence). Certain equipment, software and technology may need to be classified in advance, and have in place all appropriate labelling, documentation, licences and approvals before it is imported or exported.



### TRADE CONTROLS AND SANCTIONS

**Who can I speak to?**  
Group Legal



#### ALWAYS

- Check early with Group Legal where you may be dealing with a sanctioned country, company or individual.
- Work out whether anything you are importing or exporting needs a licence or a prior registration.



#### NEVER

- Transact with a third party that you do not know (without having conducted appropriate due diligence).
- Import or export new products or services without first checking whether they are subject to special regulatory requirements.



## MONEY LAUNDERING AND THE FINANCING OF TERRORISM

Anglo American is committed to compliance with all relevant legislation relating to the prevention of money laundering and financing of terrorism in the jurisdictions in which we operate. Money laundering happens when criminal money or assets are hidden in otherwise legitimate business dealings, or when legitimate funds are used to support terrorism or crime.

Should any employee have cause to suspect that Anglo American might be or has been exposed to funds for which the source is doubtful, the circumstances must be reported to Group Legal in the first instance. Should any act of money laundering or financing of terrorism potentially be indicated, this would need to be notified to the relevant regulatory authorities without delay by Group Legal.

All employees must immediately refer any enquiries from regulators or public authorities pertaining to these topics to Group Legal, and must not discuss this with anyone else without pre-clearance.



### MONEY LAUNDERING AND THE FINANCING OF TERRORISM

**Who can I speak to?**  
Group Legal



#### ALWAYS

- Know exactly who you are doing business with – where relevant, make sure you perform due diligence on new business partners.
- Raise concerns if you notice something which may look like money laundering and financing of terrorism.
- Participate in training – it is designed to help you manage money laundering and financing of terrorism risk.



#### NEVER

- Deal with criminals or get involved with money laundering and financing of terrorism.
- Fail to report suspected money laundering and financing of terrorism.



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# WE PROTECT OUR PHYSICAL ASSETS, INFORMATION AND INTERESTS

“We value and actively protect  
Anglo American’s assets as if  
they were our own.”





We protect the reputation and shareholder value of Anglo American. We do this by protecting our resources, using them wisely and carefully and by making sure we are honest and transparent about our operations and performance.

## INFORMATION SECURITY

Anglo American is committed to the protection of our information assets and the need for effective information security management. Everyone has a responsibility for information security and we all have a role to play in protecting Anglo American's information assets in order to:

- Prevent the loss or misuse of Anglo American information;
- Ensure Anglo American meets its legal, regulatory, ethical and contractual obligations, especially with regards to highly restricted, confidential and personal data;
- Instil a culture of secure working practices.

We ask all employees to use reasonable measures to ensure the confidentiality, integrity and availability of Anglo American information. This means that everyone is responsible for ensuring that:

- Only authorised individuals have access to Anglo American information;
- Anglo American information is trustworthy and accurate;
- Reliable access to Anglo American information by authorised individuals is guaranteed.



### INFORMATION SECURITY

**Resources:**

Global IM Information Management Security Policies and Standards  
Information Security Policy Statement

**Who can I speak to?**

Line manager  
Global IM Security



### ALWAYS

- Familiarise yourself with the Information Security Policies and Standards.
- Determine the information classification of a piece of information according to its value and sensitivity.
- Apply the appropriate level of controls to secure the data according to its value.
- Only connect authorised Anglo American computers to the corporate network.



### NEVER

- Use unapproved public IT services for Anglo American information.
- Have 'Highly Restricted' or 'Confidential' conversations in public places.
- Click on website links or attachments from unknown senders, or if they look suspicious or were unsolicited.



## ACCURACY OF DATA, INFORMATION AND RECORDS

We all take part in the recording of financial and non-financial information. We create many records on a daily to annual basis; these include customer contracts, timesheets and expense reports as well as submissions to regulatory agencies and contributions to annual reporting. Telephone records and emails can also be considered business records.

Our stakeholders rely on the accuracy, completeness, timeliness, transparency and honesty of our records, reports and disclosures. All business records and information we create, in whatever form, must reflect the true nature of transactions and events. We must be open and honest about our recording and reporting of information, and be clear about both positive and negative reports.



### ALWAYS

- Make sure that all transactions and disclosures are properly authorised, recorded and reported.



### NEVER

- Create false reports or records, or try to disguise what really happened.
- Destroy records unless authorised to do so.



## ACCURACY OF DATA, INFORMATION AND RECORDS

### Resources:

Financial Reporting Policies and Guidelines  
Global IM Information Management Security Policies and Standards  
Group Policy for Reporting of Ore Reserves and Mineral Resources

### Who can I speak to?

Line manager  
Heads of Group Functions







## USE AND PROTECTION OF ANGLO AMERICAN PROPERTY

We must all protect Anglo American's assets and property. These include facilities, property and equipment, vehicles, computers and information technology (IT) systems, employee time, information and money.

Employees have a responsibility to protect Anglo American's assets and resources against theft, loss, abuse, unauthorised access or disposal.

Employees may use Anglo American assets, including human capital, only for purposes related to discharging their Anglo American responsibilities and other such uses as are authorised.

Occasional personal use of Anglo American IT assets is permitted, within reason, as long as it does not compromise the interests of Anglo American or adversely affect job performance.

The use of Anglo American assets by third parties is generally acceptable in situations where there is a transparent and proper underlying business purpose for, or clear public benefit from, the use of the asset.



### USE AND PROTECTION OF ANGLO AMERICAN PROPERTY

#### Resources:

Business Integrity Policy and related Procedures  
Group Policy for Acceptable Use of Information Technology (IT)

#### Who can I speak to?

Line manager  
Local Security team  
Group Finance  
Global IM Security  
Ethical Business Conduct team



### ALWAYS

- Prevent non-authorised personnel from accessing our facilities, information, data or other assets.
- Comply with the Business Integrity Policy when making our property available to third parties.



### NEVER

- Use Anglo American assets and resources for personal gain.
- Ignore security threats to assets.
- Offer the use of Anglo American property to influence a third party in connection with Anglo American's business or offer something which could be perceived as a political donation.





## COMMUNICATING EXTERNALLY

Our communication, both written and verbal, should be clear, accurate, consistent and responsible.

It must also comply with laws and regulations including those relating to Anglo American's stock exchange listings in London and Johannesburg. For this reason, only those who have been authorised to do so in advance should communicate with the media or disclose corporate information. Communication with the media and external stakeholders, external speeches and presentations should be seen as opportunities that can, when properly managed and executed, protect and enhance Anglo American's reputation. All of our external advisers are also subject to our Disclosure and Media Policy.

Any employee using social media who chooses to mention anything in connection with Anglo American should remember that they are an ambassador for the company and should therefore strive to protect the reputation of Anglo American by communicating in line with its values.

Should anyone wish to comment in their personal capacity on issues directly relevant to Anglo American, they should always use their real name, be transparent about their affiliation to Anglo American, and make it clear that their opinions are their own and are not made on behalf of Anglo American.



### COMMUNICATING EXTERNALLY

#### Resources:

Disclosure and Media Policy  
Social Media Policy  
Antitrust Compliance Manual and Policy

#### Who can I speak to?

Line manager  
Corporate Relations  
Group Legal  
Investor Relations



### ALWAYS

- Consult early with Corporate Relations before making any communication that could affect Anglo American.
- Provide advance notice to Corporate Relations of activity likely to cause media and other external stakeholder interest.



### NEVER

- Speak to the media without first consulting with the Corporate Relations team.
- Publicise personal grievances through social media.
- Disclose externally Anglo American's commercially sensitive information without prior Legal and Corporate Relations approval.

## INSIDER DEALING

It is illegal to deal in Anglo American or third-party securities or shares on the basis of inside information, or to encourage others to do so.

Some employees will become aware of information about Anglo American which is confidential and which could influence anyone contemplating investing in Anglo American shares or securities. Employees are forbidden from using Anglo American confidential or inside information (i.e. information which is not publicly disclosed, is precise and which is likely to have a significant impact on the price of the share when made

available) for personal advantage. Employees are also prohibited from sharing confidential or inside information with others for the same purpose.

We protect our organisation and our shareholders through responsibly managing confidential information. Confidential information includes technical information about products or processes, vendor lists, pricing, marketing or service strategies, as well as non-public financial reports and information about mergers, asset sales or acquisitions.



### INSIDER DEALING

#### Resources:

Group Dealing Policy  
Information Security Policy  
Information Security Guidelines

#### Who can I speak to?

Company Secretarial  
Group Legal  
Ethical Business Conduct team  
Line manager



### ALWAYS

- Make sure you know how to classify and handle confidential information.



### NEVER

- Use inside information to gain personal advantage by trading in Anglo American or any third-party shares or securities.
- Share or provide tips to others (for example, family members) to gain advantage.



## INTELLECTUAL PROPERTY

Intellectual property refers to creations, inventions, industrial designs, artistic work and literature, symbols, names and images. Examples in the mining context include new mineral sampler designs or processes for copper production.

We protect our intellectual property, including patents, designs, know-how, copyright, database rights, domain names and trade marks. Our intellectual property gives us competitive advantage and protects our licence to operate.

Unauthorised use of our intellectual property by third parties may damage our reputation and brands.

We respect the intellectual property of third parties, such as suppliers, competitors and customers, and we only use it where we are properly authorised to do so.

When undertaking research and development activities or creating original work, employees must keep accurate records of these activities, including the date on which the activities are performed, the persons involved in performing the activities and their position or role.

As set out in all employees' employment contracts, all intellectual property rights created, designed or made during the course of any employee's work belong to Anglo American.



### ALWAYS

- Ensure that the creation of intellectual property is properly protected (including considering whether intellectual property needs to be assigned to the company when commissioning work from a third party).
- Report any suspected misuse of our intellectual property.



### NEVER

- Share information relating to our intellectual property with others without obtaining proper authorisation to do so.
- Use third-party intellectual property unless you are authorised to do so.



## INTELLECTUAL PROPERTY

### Resources:

Intellectual Property Policy  
Intellectual Property Guidelines  
Global IM Information Management Policy – Data Protection, Retention and Disposal  
Domain Name and Trademark Policy

### Who can I speak to?

Line manager  
Group Legal  
Head of Intellectual Property Management  
Corporate Relations (Trade Marks and Domain Names)







# YourVoice

If you see an individual act or behave in a way which you think is a breach of our Code or might be illegal or unethical, you have a responsibility to bring this to the attention of Anglo American. This takes courage, but it demonstrates our unwavering commitment to do what is right.

This can be done in a variety of ways.

- Your line manager should always be available to you as a point of contact to hear your concern;

- If you feel that you cannot talk to your line manager, then you should try to speak to another line manager;
- If you cannot speak to any line managers, then you can try to speak to someone who works in a supporting function, such as Safety and Sustainability, Group Legal, Human Resources or the Ethical Business Conduct team;
- If you cannot speak to any of the above, then you can contact YourVoice.

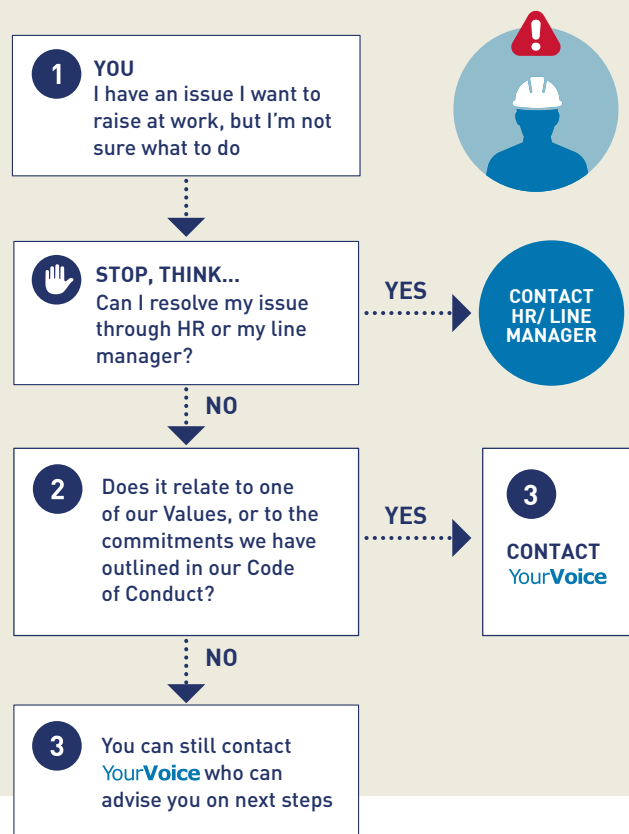
Our YourVoice programme is a confidential reporting service for all employees, suppliers, business partners and stakeholders of Anglo American to raise concerns about potentially unethical, unlawful or unsafe conduct and practices that contravene our Code.

We earn and maintain the trust of our stakeholders by living our values. Where this is not the case, you are putting at risk yourself, your colleagues, our business and our reputation.

## WHEN TO USE YourVoice



Innovation · Accountability  
Safety · Care and respect  
Integrity · Collaboration



YourVoice serves to build employee, supplier and business partner loyalty through identifying and eliminating unethical practices. YourVoice is managed by an independent external company and is available every day of the week at any time, day or night.

The use of an external provider fully protects the identity of the individual, whose identity will never be disclosed to Anglo American without that person's express consent. YourVoice can take calls in many languages and can be contacted directly from most locations. Any report you make will be kept confidential in full accordance with Anglo American policies and applicable legislation protecting acts of disclosure.



## YOURVOICE

### Resources:

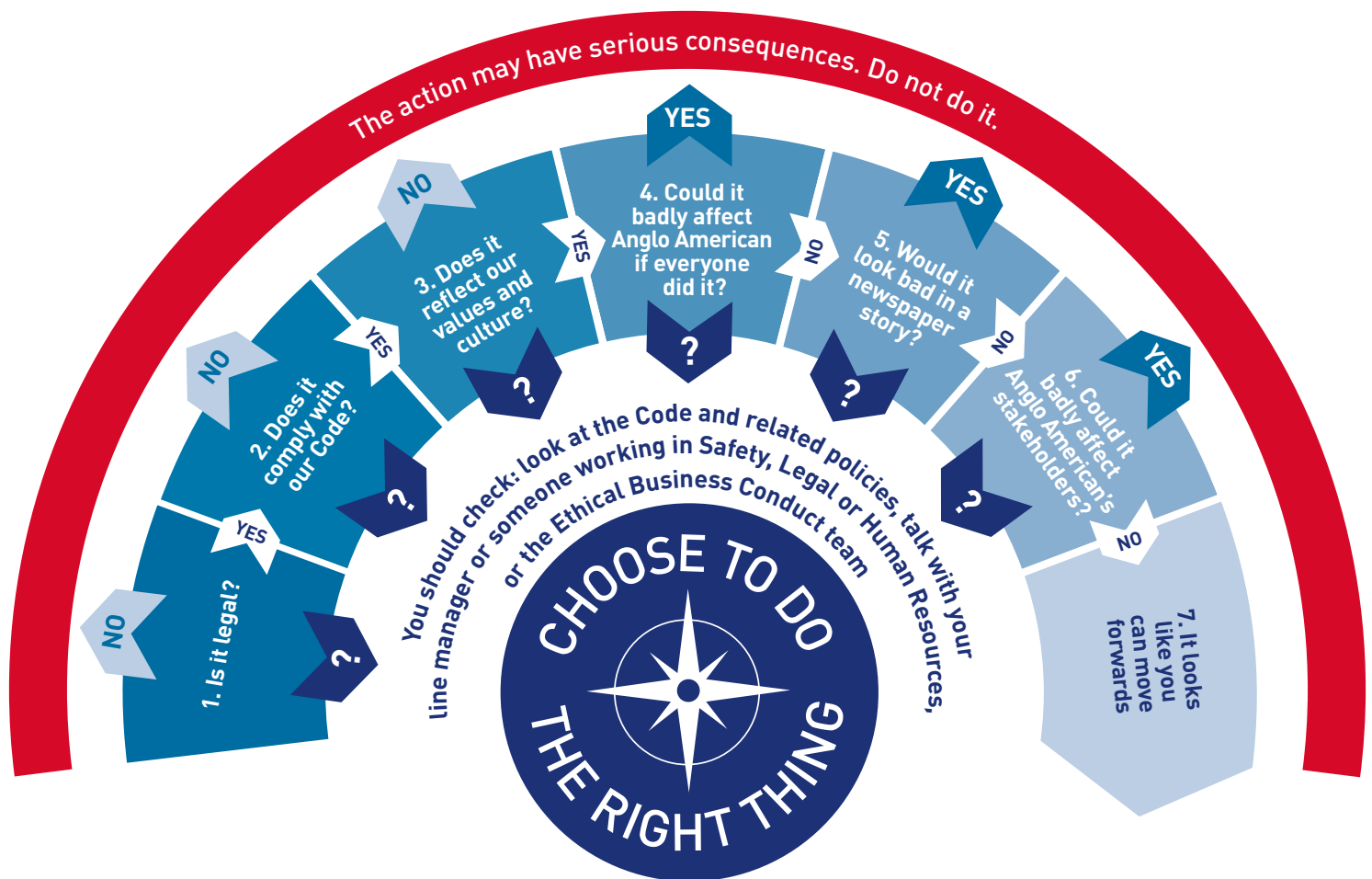
YourVoice website:  
[www.yourvoice.angloamerican.com](http://www.yourvoice.angloamerican.com)  
Anglo American Whistleblowing Policy



## WHAT SHOULD I DO IF I AM UNSURE ABOUT ANYTHING?

The Code covers a lot of things, but it does not cover everything. We trust you to use good judgment to make ethical decisions and to ask for help when you have questions or concerns.

You can use the following decision tree to help you.



## ZERO TOLERANCE COMMITMENT ON RETALIATION

We prohibit any form of punishment, disciplinary or retaliatory action being taken against anyone for raising or helping to address a genuine business conduct concern. Retaliation is grounds for disciplinary action, including dismissal.

If you feel you or someone you know has been retaliated against, you should raise a concern immediately in line with the YourVoice section of this Code.

# OUR VALUES



Safety



Care and Respect



Integrity

| <p>We give our all to eliminating injuries because we value life and are unconditional about safety, health and well-being at work and at home.</p>  | <p>We believe in humanity and therefore show care and respect for all people and will not turn a blind eye to what is wrong.</p>   | <p>We always act honestly, fairly, ethically and transparently.</p>  |
|--|--|--|
| <ul style="list-style-type: none"> <li>- I put safety and health first in everything I do, no matter what</li> <li>- I do everything I can to eliminate loss of life and believe all injuries are preventable</li> <li>- I care about the safety of my colleagues, communities and all our stakeholders as much as I care about my own</li> <li>- I am aware of my surroundings and what I need to do to manage risks by ensuring that critical controls and standards are in place</li> <li>- I have the courage to take action and empower others to speak up and do the same</li> </ul> | <ul style="list-style-type: none"> <li>- I include and embrace diversity in all its forms</li> <li>- I put myself in others' shoes and take the time to appreciate and consider their views and needs</li> <li>- I listen to understand and communicate openly, always welcoming different points of view</li> <li>- I think carefully about the impact of what I do on others and am open to change to achieve a better outcome for all</li> <li>- I take into account the best interests of my colleagues, our stakeholders and the environment and act accordingly</li> </ul> | <ul style="list-style-type: none"> <li>- I hold myself accountable for doing what I say and being clear about my motives</li> <li>- I do the right thing and speak up if it is not right, even when something is uncomfortable</li> <li>- I listen to and respect peoples' concerns without pre-judging and resolve them positively</li> <li>- I never take shortcuts that could compromise the principles by which we behave</li> <li>- I do my part to help create a workplace where people do not hesitate to challenge and call out what is wrong</li> </ul> |



**Accountability**



**Collaboration**



**Innovation**

**We own our decisions, actions and performance, and are empowered to make choices and learn from our experiences.**

- I own what and how I do my work together with my team and clarify anything I am unsure of
- I have a 'can do' attitude and encourage it in others
- I have the courage to admit my mistakes and ensure we all learn from them
- I go above and beyond for the good of our organisation and our stakeholders
- I deliver on our shared commitments

**We collaborate with colleagues and stakeholders towards a common purpose and to achieve exceptional outcomes.**

- I make decisions based on what is good for the entire organisation and our stakeholders, not my own self-interest
- I believe in, trust and build on the contributions of colleagues
- I actively listen to my colleagues, align on goals and create better ways of working together
- I support the success of others, encourage their feedback and appreciate what we all bring
- I partner and share with others, to add value and achieve our goals

**We challenge assumptions, seek other perspectives and pursue innovative opportunities to transform our business.**

- I constantly search for new ways of thinking and working, experimenting and learning all the time
- I take considered risks in pushing the boundaries, assessing where the chances to improve outweigh failure
- I accept the possibility of failure and learn from it
- I simplify complexity and remove obstacles
- I seek out and harness inspiration from inside and outside our organisation

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## **ANGLO AMERICAN GROUP DESCRIPTION**

In this document references to "Anglo American", the "Anglo American Group", the "Group", "we", "us", and "our" are to refer to either Anglo American plc and its subsidiaries and/or those who work for them generally, or where it is not necessary to refer to a particular entity, entities or persons. The use of those generic terms herein is for convenience only, and is in no way indicative of how the Anglo American Group or any entity within it is structured, managed or controlled. Anglo American subsidiaries, and their management, are responsible for their own day-to-day operations, including but not limited to securing and maintaining all relevant licences and permits,

operational adaptation and implementation of Group policies, management, training and any applicable local grievance mechanisms. Anglo American produces group-wide policies and procedures to ensure best uniform practices and standardisation across the Anglo American Group but is not responsible for the day to day implementation of such policies. Such policies and procedures constitute prescribed minimum standards only. Group operating subsidiaries are responsible for adapting those policies and procedures to reflect local conditions where appropriate, and for implementation, oversight and monitoring within their specific businesses.