

OVERVIEW: Performance scorecard

OUR SCORECARD

HOW WE MEASURE PERFORMANCE

	FOCUS	2010 TARGET	2010 PERFORMANCE	2011 AND FUTURE TARGETS
			<i>Performance status. Refer to key top right</i>	
People	Safety Page 24	Zero fatal injuries	It is with deep regret that we report the loss of 14 lives at Anglo American operations during 2010	✗ Zero fatal injuries
		LTIFR: 0.64	Our 2010 LTIFR was 0.57	★ LTIFR: 0.55
		100% Anglo American Fatal Risk Standards (AFRS) implementation	We achieved an average compliance of 86%. While we believe that the most critical hazards have been addressed, further work is required to realise full compliance	✗ 100% AFRS implementation
	Health Page 22	Ultimately eliminate occupational disease and health impairment	There was a 45% reduction in occupational diseases reported	➔ Continue downward trend and ultimately eliminate occupational disease and health impairment
		Provide Group standards for noise and airborne particulate control and conduct thematic reviews of performance in these areas	Hearing-Conservation and Respiratory-Protection Programme Standards were published in 2010, and a series of noise and dust audits completed	✓ Self-assessments against the two new standards to be completed by all business units
		Embed the practice of reporting and investigating health incidents	Some businesses are performing well, but further work is needed to embed the practice of health incident reporting	➔ All business units to report and investigate health incidents
	HIV/AIDS Page 18	Maintain 80% uptake of voluntary HIV counselling and testing (VCT)	A remarkable 94% uptake was achieved	★ Achieve 95% VCT uptake
		60% enrolment of estimated HIV cases in Anglo American HIV disease management programmes (HIVDMPs)	59% achieved	✓ 70% enrolment of estimated HIV cases in HIVDMPs
	Diversity Page 30	Achieve or exceed various national diversity goals	46% of all management-level employees in South Africa are historically disadvantaged South Africans, while 21% are female	✓ Achieve or exceed various national diversity goals
	Management system standards Pages 22 and 25	All operations to have safety and health management systems, that are certified to international standards, within two years of acquisition	92% of all sites that are required to maintain certification to OHSAS 18001 standards have done so. The remaining 8% includes operations that are pending divestment and one relatively new mine that will attain certification within the next two years	➔ All operations to have safety and health management systems, that are certified to international standards, within two years of acquisition
Community and social performance	Enterprise development Page 38	Anglo American's various enterprise development initiatives to create/sustain 15,000 additional jobs (25,000 in total) in up to 1,500 businesses by 2015	17,200 new jobs created/sustained to date	➔ Anglo American's various enterprise development initiatives to create and sustain 10,000 additional jobs (25,000 in total) in up to 1,500 businesses by 2015
		Emerge (Chile): Support 7,000 entrepreneurs by end of 2010	Achieved by supporting medium-sized enterprises to grow their businesses through training, technical support, financial assistance and mentoring; and through our alliance with Fondo Esperanza, an institution that grants micro-credit and business education to small businesses	✓ Establish small business development programme in Peru at Quellaveco project by end of 2011
		Establish 12 new hubs	To date, 21 business hubs have been established through the Zimele Community Fund (seven in 2010)	➔ Establish 10 new hubs by end of 2011
	Corporate citizenship and community issues Pages 34-36	Review the need for a stand-alone human rights policy given integration into other systems	Human rights best practice requirements have been integrated into relevant Anglo American policies	✓ Review final report of UN Special Representative on Business and Human Rights and make any necessary adjustments to procedures to fully address recommendations
		All operations to have a complaints and grievance procedure in place within two years of acquisition	A Group-wide, standardised complaints and grievance procedure was introduced in 2010 and is now mandatory at all operations	Ensure all sites are using new complaints and grievance procedure
		Self-assessments to be completed for all exploration and development projects (in the construction phase)	Self-assessments for all operations and exploration and greenfield development projects completed	✓ Complete assessments for all operations, greenfield development projects and exploration projects
		Production of social and community improvement plans for all core business sites	All operations produced improvement plans	✓
		Achieve 90% compliance with the Anglo American Social Way requirements by end of 2010	85% compliance achieved for the Social Way, up from 70% in 2009	➔ Achieve 95% compliance with the Social Way by end of 2011
	Completion of the roll-out of SEAT2 by end of 2010	Some sites completing SEAT2 reports in the first half of 2011	➔ Issue updated (third) version of SEAT manual and commence roll-out of SEAT3	

* Targets are being re-assessed based on Anglo American's new growth profile

Anglo American recorded a strong Group safety and sustainable development performance during 2010. This scorecard summarises how we have performed against some of the targets we set ourselves at the end of 2009. See corresponding sections in the main body of the report for further information.

★ Target exceeded ✘ Target not achieved
✔ Target achieved ➔ Ongoing/continual improvement

	FOCUS	2010 TARGET	2010 PERFORMANCE	2011 AND FUTURE TARGETS
			<i>Performance status. Refer to key top right</i>	
Environment	Greenhouse gas (GHG) emissions Page 53	10% reduction in GHG emissions per unit of production by 2014 based on a 2004 baseline	During 2010, the Group emitted 20 million tonnes (Mt) of carbon dioxide equivalents in comparison with 19 Mt in 2009 (18.5 Mt excluding businesses since divested)	➔ Operations are in the process of re-assessing GHG reduction targets. A new Group target will be defined in 2011
		Investigate reporting options for Scope 3 emissions	Material Scope 3 emissions have been disclosed	✔ N/A
	Energy Page 52	15% reduction in energy intensity by 2014 based on a 2004 baseline	During 2010, we consumed 100.8 million gigajoules (GJ) of energy (2009: 102.1 million GJ; 99.9 million GJ excluding businesses since divested)	➔ Operations are in the process of re-assessing energy-consumption reduction targets. A new Group target will be defined in 2011
		New energy and GHG performance management programme to be developed in 2010	The programme was developed and piloted during 2010	✔ Commence Group-wide roll-out of the new energy and GHG performance management programme
	Water Page 48	Strategy to be further developed, with a vision and roadmap supported by the Group Water Framework and a performance management protocol	The new water strategy, along with its supporting roadmap and framework, was approved and released during 2010	✔ N/A
		New water performance management protocol to be refined in 2010	Programme currently being rolled out across the Group	✔ Develop new water-efficiency targets in 2011, for implementation from 2012 onwards
		Issue Group water guidelines in 2010 and commence implementation	The issue of water guidelines was postponed until after the launch of the new strategy	➔ Issue new water management standard and guideline document
		Embed operational water action plan (WAP) documents by end of 2011	WAPs are in place at all operations, but with varying degrees of maturity	➔ Ensure WAPs are in line with water management standard
		N/A	N/A	Upgrade water reporting parameters Commence implementation of water technology strategy Proactively identify water partnership opportunities
	Biodiversity Page 56	All new sites to have a Biodiversity Action Plan (BAP) in place within two years	All significant operations have BAPs in place	✔ All new sites to have a BAP in place within two years of acquisition/commissioning
		Conduct BAP peer reviews at a minimum of six sites	BAP peer reviews conducted at seven sites	★ Conduct BAP peer reviews at a minimum of six sites
		Two sites to be independently reviewed by Fauna & Flora International (FFI)	Four sites were independently reviewed by FFI	★ Four sites to be independently reviewed by FFI
		No endangered species will be lost or adversely affected by operations	No endangered species, including those listed on the IUCN Red List, were reported as having been negatively affected	✔ No endangered species will be lost or adversely affected by operations
Waste Page 58	Operations to report performance against realistic non-mineral waste reduction and recycling targets	Most operations report their performance internally and some disclose public information in business unit sustainable development reports	✘ A strategic review of waste reporting and targets will be conducted during 2011	
Mine closure Page 60	Continue implementation of the Mine Closure Toolbox	40 sites are in different stages of Mine Closure Toolbox implementation; all South African sites have mine closure plans in place	➔ Continue implementation of the Mine Closure Toolbox	
Management systems Page 50	All operations to have environmental management systems, that are certified to international standards, within two years of acquisition	99% of all eligible sites are certified to international standards	➔ All operations to have environmental management systems, that are certified to international standards, within two years of acquisition	
Supply chain	Supply chain sustainable development (SCSD) Page 64	Engage with prioritised suppliers according to engagement methodology: inform, assess, verify and develop. The majority of audited suppliers to have a sustainable development improvement plan in place	SCSD code and policy effectively communicated to all suppliers participating in sourcing events and publicly available in four languages. Annual supplier conference utilised to engage top 100 suppliers on SCSD. Approximately 1,000 suppliers self-assessed their SD practices as part of replies to tenders through sourcing system	✔ To have a positive impact. Engage with prioritised suppliers according to engagement methodology: inform, assess, verify, develop
	Local procurement and black economic empowerment Page 66	In addition to national procurement goals, achieve or exceed goals at a local procurement level	In South Africa, total HDSA procurement spend by managed and independently managed businesses was R 20,9 billion (R23.5 billion in 2009). Anglo American-managed businesses spent a total of R17.6 billion (R18.6 billion in 2009) with HDSA businesses. Business units set targets for procuring from suppliers located close to the operations and these were largely achieved	✔ Achieve or exceed the requirements of the 'procurement and enterprise development' pillar of the updated mining charter for 2011. Achieve the local procurement targets and show continuous improvement