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<th>MANAGEMENT STANDARD</th>
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<td>ENGAGEMENT</td>
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<th>POLICY CUSTODIAN</th>
<th>Corporate Office Environment and Community Affairs Department</th>
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<tr>
<td>AUTHOURISED BY</td>
<td>AngloGold Ashanti Executive Committee</td>
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<td>DATE:</td>
<td>19 OCTOBER 2011</td>
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1. INTRODUCTION
It is AngloGold Ashanti’s intention that all operations engage in building successful and mutually beneficial relationships with stakeholders throughout mine lifecycle (project, operation, closure and post-closure as appropriate). Failure to engage effectively could result in potential operational disruptions or exacerbate challenges to the corporate reputation. Effective stakeholder engagement and the building of social partnerships are aimed at securing the social license to operate and positioning AngloGold Ashanti as the preferred operator wherever the company has a presence.

2. OBJECTIVE
The objective of this standard is to set out the framework upon which AngloGold Ashanti engages with stakeholders at site, country offices, regional and corporate levels. This is in line with the company’s stated policy to “communicate and consult on our activities throughout the lifecycle of our operations” and “undertake initiatives in partnership with the societies in which we operate with the aim of contributing to a sustainable future for host communities.”

3. NORMATIVE REFERENCES
3.1 The following documents shall be referred to and utilised as part of the engagement management system:
   3.1.1 AGA: *Group Risk Management Policy Statement*
   3.1.2 AGA Group Risk Management Standard
   3.1.3 *Group Risk Management Guidelines and Risk Assessment and Reporting Matrix*

4. DEFINITIONS
4.1 **Stakeholders**: persons or groups that are directly or indirectly affected by a project as well as those that may have interests in a project and/or the ability to influence its outcome either positively or negatively. Stakeholders include locally affected communities and individuals and their formal and informal representatives, government, politicians, religious leaders, civic organisations, and other groups with special interests, the academic community, employees, their families, other businesses, shareholders¹ and joint venture partners. These stakeholders are further defined in the following non-mutually exclusive terms:

4.2 **Social partners** are stakeholders with whom we have or are building mutually beneficial relationships and partnerships. By definition, some of those with whom we engage prefer not to be referred to as “social partners” in order to maintain their impartiality and independence. It is each site’s responsibility to define those it considers its social partners.

4.3 **Community**: a group of people who are directly or indirectly affected by the operation, both positively and negatively, comprising local communities, including new arrivals, in which the operation is located (also called host communities) and communities from which it draws its labour (labour-sending areas); communities along the operation’s transport routes, if

¹ Shareholder engagement would normally be undertaken in conjunction with the Corporate Investor Relations function.
applicable, and, in some cases, other groups, including former local residents and their families who have moved away but still have strong familial, business or other interests in the area.

4.4 **Civic and community-based organisations:** religious groups, educational organisations and organisations serving vulnerable and special interest groups such as children, the elderly and the disabled.

4.5 **Advocacy NGOs:** human rights, social justice, environmental, or other group that seeks to influence political decisions.

4.6 **Media:** the local, national and international press.

4.7 **Development partners:** non-profit organisation, government aid agency or multilateral development agency that assists the site in achieving its societal aims.

4.8 **Government:** national, state/provincial and district/local authority. In some locations (e.g. tribal areas) it may be appropriate to distinguish between elected and traditional forms of administration.

4.9 **Industry:** industry Associations and other mining companies.

5. **ACCOUNTABILITY AND RESPONSIBILITY**

5.1 Engagement must happen at corporate, country and regional offices and sites.

5.2 Ultimate accountability for implementing this standard lies with the manager in control of the site.

5.3 Implementation accountabilities can be delegated to a designated person(s) who must clearly understand his/ her role(s)' accountabilities and authorities.

6. **SCOPE**

6.1 The requirements of this standard apply to all AngloGold Ashanti sites, country, region and corporate offices.

6.2 In the case of a non-managed joint venture (JV), AngloGold Ashanti shall ensure that the standards applied by the joint venture comply with those that are acceptable to AngloGold Ashanti and the third party. Where a standard is not in place or available, the parties must adopt a standard which accords with internationally accepted good mining practice.

6.3 When entering into a non-managed JV, AngloGold Ashanti must consider whether acceptable standards will be adopted by the third party. If acceptable standards are unlikely to be agreed with the third party, AngloGold Ashanti would not enter into the Joint Venture. Where AngloGold Ashanti participates in a non-managed JV and the third party does not operate in accordance with acceptable standards, this would be grounds for AngloGold Ashanti exiting the partnership.

6.4 When engaging with Indigenous Peoples\(^2\), this standard must be applied in conjunction with the Indigenous Peoples Standard.

6.5 When engaging with artisanal miners, this standard must be applied in conjunction with the standard on Artisanal and Small-Scale Mining (ASM). When engaging with owners of land

\(^2\) See the Indigenous Peoples Management Standard for the definition of Indigenous Peoples used by AngloGold Ashanti.
lying within the area of the mineral concession and tenements this standard must be applied in conjunction with the requirements of the standard on Land Access and Resettlement.

7. REQUIREMENTS

7.1 All sites, country, regional and corporate offices must map out their stakeholders and engage with them accordingly.

7.2 Baseline studies must be conducted in order to ensure full understanding of stakeholder profile.

7.3 A strategy for engagement must be prepared, the scope and level of detail of which will vary depending on the context, nature and scale of activities, stage of project development and/or mining operation, to the magnitude of risks and impacts foreseen at each stage of implementation. Various disciplines as appropriate must play a role in developing this strategy.

7.4 The engagement strategy must comply with all legal and regulatory requirements regarding engagement.

7.5 The engagement strategy should be forward looking, and cover, at a minimum, a one year period and must take into account, where not subject to confidentiality requirements, dissemination of developments with potential to affect stakeholders at least two years ahead of implementation. In so far as it is possible and technically feasible, an appropriate description should be provided of the life cycle of the site, from exploration to closure, using methods preferred by those affected and interested.

7.5.1 The engagement strategy must be developed with key stakeholders in order to encourage joint ownership and responsibility for outcomes.

7.5.2 The strategy must follow an approach to engagement that is appropriate to the local culture and in accordance with AngloGold Ashanti’s values, policies and standards.

7.5.3 The engagement strategy must reflect sustainability assessment, which identifies opportunities and challenges for both the Company and the society.

7.5.4 The engagement strategy must reflect engagement accountability and the various, delegated levels of responsibilities between site, country, region and corporate levels where deemed necessary.

7.5.5 The engagement strategy must be included in the overall business plan for the site, country, region and corporate offices.

7.5.6 The engagement strategy must have clear financial and human resources to support its implementation.

7.6 Any change with potential to affect the life of the community and other stakeholders, such as moving into different stages of project development or expansion plans must be communicated at appropriate Company levels to appropriate stakeholders.

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3 For example, for a particular country, stakeholder mapping results would necessitate that site deals with an NGO at local level, however, that same NGO may be represented at country level and the issues may indicate that country office-level engagement would yield more effective results. In some cases international organizations prefer to address their concerns through corporate office, in which case regional and where appropriate corporate office would be accountable for the engagement.
7.7 Should onsite contractors and subcontractors be required to engage with stakeholders on behalf of the company, their activities must be incorporated into the engagement strategy.

7.8 Engagement focal points and responsibilities for coordination must be outlined as appropriate for the context of the site, country/region and corporate office.

7.9 The strategy must be written in the business language of the country and any other appropriate local language(s). It should have an updated English translation for corporate review purposes.

7.10 A summary of the strategy outlining the engagement objectives and timelines must be readily available to stakeholders in an understandable, culturally appropriate format.

7.11 The strategy must be reviewed, for continual improvement, with internal and external stakeholders as far as practicable, at least annually or in line with business planning processes.

7.12 The engagement strategy must outline a framework of delegation for making promises and commitments on behalf of the company.

7.13 Where a site, country or region is approached by an international advocacy group, the corporate office must be notified.

8. GLOSSARY
8.1 Company: refers to AngloGold Ashanti
8.2 Operation: refers to a producing mine.
8.3 Project: refers to an exploration project or a new mine expansion.
8.4 Site: is used when referring collectively to producing operations and to exploration and expansion projects.

9. REFERENCES
9.1 IFC Performance Standard 1: Social and Environmental Assessment and Management Systems; 30 April 2006
9.2 Community Development Toolkit. ESMAP, World Bank Group and ICMM; September 2005

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4 For example, specific departments such as government relations, exploration, etc. could have a mandate to engage directly with stakeholders, but one department should be responsible for coordination of all the site or office’s engagement efforts to ensure they are aligned with the overall engagement strategy and for monitoring and reporting purposes.