

# 2017 SUSTAINABILITY REPORT

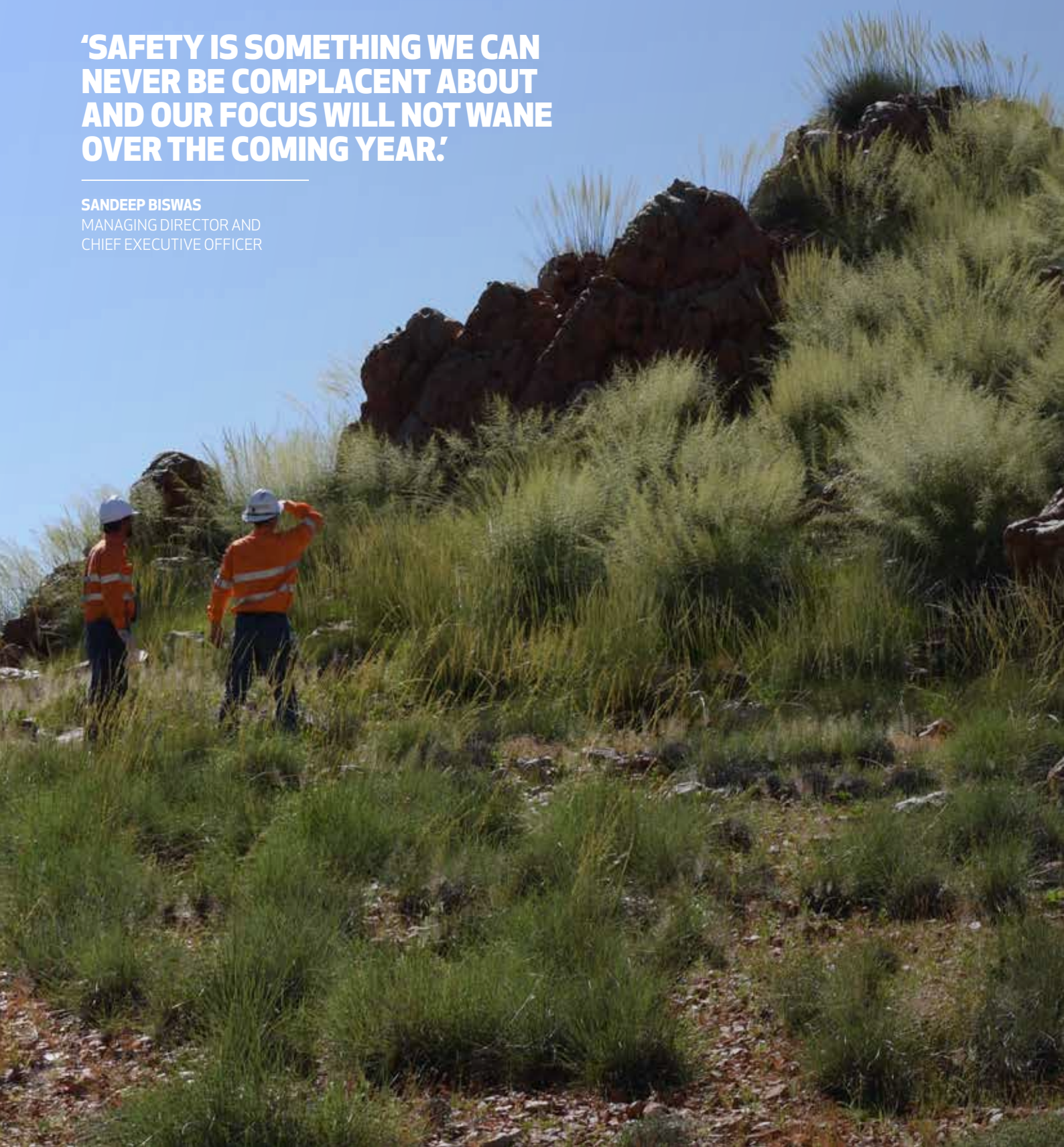




**'SAFETY IS SOMETHING WE CAN  
NEVER BE COMPLACENT ABOUT  
AND OUR FOCUS WILL NOT WANE  
OVER THE COMING YEAR.'**

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**SANDEEP BISWAS**  
MANAGING DIRECTOR AND  
CHIEF EXECUTIVE OFFICER





**32**  
Our People



**50**  
Economic  
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ON THE COVER

Local indigenous Newcrest-MacMahon's alliance employees, Jackson Ware and Florence Alfred, at Telfer operation in Western Australia.

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Newcrest's vision is to be the Miner of Choice.

We aim to achieve our vision by applying sustainable practices across all aspects of our business.

Our commitment to achieving our vision is evident in the genuine progress our people have achieved over the last three years; through improving safety and addressing major hazards, in implementing Edge, improving operational performance, and populating our growth pipeline. We have made significant headway on aligning our workforce with our priorities and in engaging with our stakeholders.

During the year, Newcrest applied for and successfully attained membership with the International Council on Mining and Metals (ICMM). The ICMM brings together the world's leading mining and metals companies and associations to address core sustainable development opportunities and challenges faced by the industry. Our admission is testament to the strong sustainability foundation we have built.

Our progress in our safety performance is testament to our people and their firm commitment to safety for themselves, their families and their colleagues. It was two years in September 2017 since our last fatality. Focusing on the three pillars of our Safety Transformation plan – a strong safety culture through NewSafe, Critical Control Management (CCM), and robust Process Safety practices – has been instrumental in helping our people bring about this improvement. During the year, a Group-wide systematic Management of Change (MOC) process was rolled out as part of Process Safety. MOC is an approach that supports systematic change to our organisation, people, procedures, equipment and infrastructure, to ensure risks are managed and that changes occur safely and effectively. Safety is something we can never be complacent about and our focus will not wane over the coming year.

In April 2017, a large seismic event impacted our Cadia operation. Directly following the event, our colleagues working in the underground mine were accounted for and safely moved to refuge chambers or safe areas, with no physical injuries sustained before being safely evacuated to surface. As we went about recommencing mining over the subsequent five months, the safety of our people remained the primary objective. Throughout the remediation period, excellent safety results were achieved at Cadia, largely due to the visible leadership demonstrated by leaders and supervisors, the strong NewSafe culture displayed by the teams, and their commitment to our CCM processes.

The health of our people is also important. During the year, we continued to make progress on our three-year strategic health plan. An online hygiene system was introduced across the business and monitoring of our occupational hygiene exposures has continued at all sites. Fatigue management was another key focus, with procedures developed, assessments conducted Group-wide, and an online fatigue assessment tool implemented. A wellbeing strategy was developed and issued, with Lihir and Telfer taking the lead on implementation.

We also continue to build and maintain strong and sustainable relationships with our host communities and in-country stakeholders. During the reporting period, Newcrest took initial steps in building a targeted program of social investment and capacity-building at the national level in Papua New Guinea (PNG), as we work towards a new engagement strategy for the country. The strategy aims to enhance Newcrest's national contribution and profile in PNG as a development partner, with the initial programs focused on five themes aligned to both PNG's development goals and Newcrest's existing site social performance programs: protecting and empowering women; supporting education and regional employment for youth; helping build administrative capacity; supporting national community health initiatives; and, promoting the environment and biodiversity.

Our commitment to achieving sustained excellence in environmental performance has been reinforced with a revised Environmental Policy. The review of the Policy included cross-referencing against industry peers and organisations, the requirements of the international environment standard, ISO14001, and the guiding principles of industry organisations, such as the ICMM.

During the year, we also revised our Human Rights Policy as part of our ongoing commitment to ensuring that our approach to human rights remains current and aligns with leading international standards and frameworks. In addition to supporting the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, it reflects our participation in leading voluntary initiatives, such as the Voluntary Principles on Security and Human Rights and the World Gold Council.

I would like to thank our employees, contractors, host communities, suppliers and governments for their work, support and positive collaboration over the year.



**SANDEEP BISWAS**

MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

# Who We Are

Newcrest is one of the world's largest gold mining companies, with operating assets in four countries, predominantly in Australia and the Asia-Pacific region.



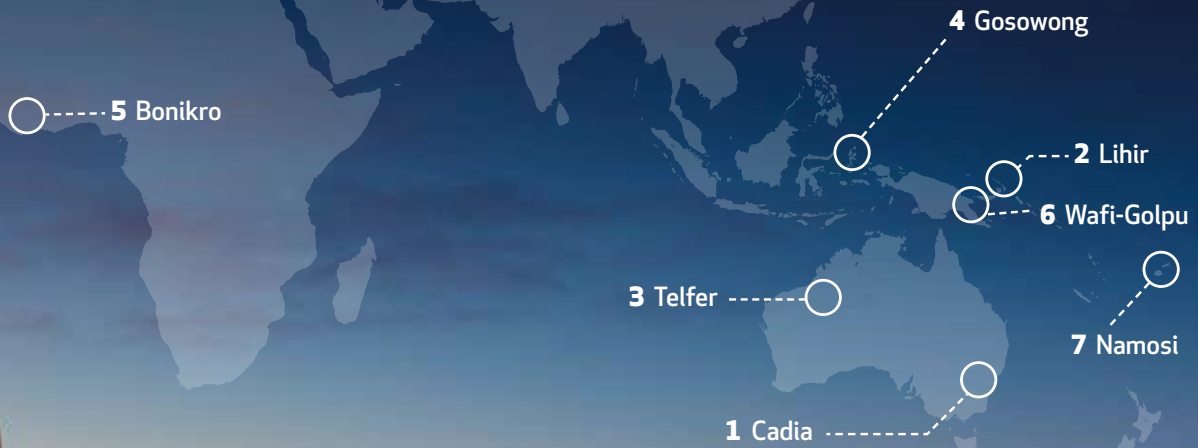


## OUR PROFILE

**N**ewcrest has strong technical capabilities in exploration, deep underground block caving, targeted underground mines, open pits and a variety of metallurgical processing skills. The Company is committed to maintaining a safe environment for our people, operating and developing mines in line with good environmental practices and building lasting relationships with the communities in which we operate.

Headquartered in Melbourne, Australia, Newcrest is among the top 50 companies listed on the Australian Securities Exchange and is also listed on the Port Moresby Stock Exchange. As at 30 June 2017, Newcrest had a market capitalisation of USD 11.9 billion and had a workforce of over 10,000 people across Australia, the Asia-Pacific region and Africa.

# OUR ASSETS



## 1 CADIA

Located in central west New South Wales, Australia, 25 kilometres south-west of Orange and 250 kilometres west of Sydney, Cadia has one of the deepest panel caves in the world and is 100 per cent owned by Newcrest.

## 2 LIHIR

One of the world's largest gold deposits, Lihir is 100 per cent owned by Newcrest and located on the island of Niolam, 900 kilometres north-east of Port Moresby in the New Ireland Province of PNG.

## 3 TELFER

Operating since 1977 and 100 per cent owned by Newcrest, the Telfer gold-copper mine is located in the Great Sandy Desert in Western Australia, approximately 400 kilometres south-east of Port Hedland.

## 4 GOSOWONG

Located on Halmahera Island, Indonesia, Gosowong is operated by PT Nusa Halmahera Minerals (PT NHM) an unincorporated joint venture company between Newcrest (75 per cent) and PT Aneka Tambang (25 per cent).

## 5 BONIKRO<sup>(1)</sup>

Located approximately 250 kilometres north west of Abidjan in Côte d'Ivoire, Bonikro is a gold mine 89.89 per cent owned by Newcrest.

## 6 WAFI-GOLPU

The Wafi-Golpu deposit is located approximately 60 kilometres south-west of Lae in the Morobe Province of PNG and a feasibility study is currently in progress. Wafi-Golpu is operated by the Wafi-Golpu Joint Venture, one of two unincorporated joint ventures between subsidiaries of Newcrest (50 per cent) and Harmony Gold Mining Company Limited.

## 7 NAMOSI

The Namosi Joint Venture (NJV) is exploring for mineral resources in the Namosi and Naitasiri provinces in Fiji, approximately 30 kilometres west of Suva, and the Waisoi Project is a copper and gold project in the pre-feasibility study phase. NJV is an unincorporated joint venture between Newcrest (70.75 per cent), Nittetsu Mining Co. Ltd and Mitsubishi Materials Corporation.

<sup>(1)</sup> Subsequent to the reporting period on 13 December 2017, Newcrest announced it had signed an agreement to sell its 89.89 per cent interest in the Bonikro operation.



# OUR MISSION, VISION AND VALUES

During 2016, Newcrest released a mission and vision statement, outlining our purpose, aspiration for the future and our roadmap for forging a stronger Newcrest.

## OUR MISSION

To deliver superior returns from finding, developing and operating gold/copper mines.

## OUR VISION

To be the Miner of Choice.

We will lead the way in safe, responsible, efficient and profitable mining.

## OUR EDGE

A high performance, no-nonsense culture focused on:

-  Safety
-  Operational discipline
-  Cash
-  Profitable growth

## WE VALUE...



Caring about people



Integrity and honesty



Working together



Innovation and problem solving



High-performance

## WE ACHIEVE SUPERIOR RESULTS THROUGH...



Employee involvement



Personal ownership



Bottom-up innovation



Operational discipline



Shared vision



Inspirational leaders



Talent development

## OUR MISSION, VISION AND VALUES (CONTINUED)

Through a set of newly-developed sustainability objectives, we aspire to: have a safe, healthy and diverse workforce; reduce, reuse and recycle resources responsibly to minimise environmental impact; and, work with local communities and other stakeholders, to achieve our vision as Miner of Choice.

### OUR SUSTAINABILITY OBJECTIVES ARE LISTED BELOW AND ARE DISCUSSED THROUGHOUT THIS REPORT.

- ✔ Zero fatalities and life-changing injuries
- ✔ 10 per cent annual reduction in total recordable injury frequency rate (TRIFR)
- ✔ Year-on-year improvement in local workforce representation, and increase in female management representation in-line with set targets
- ✔ Further improve our organisational health (OH) to top quartile
- ✔ Application of the Mineral Council of Australia's Water Accounting Framework for reporting of water use at all sites
- ✔ Develop a climate change position statement to complement the Environmental Policy
- ✔ 100 per cent of security employees and contractors trained in the Security Code of Conduct
- ✔ All sites to implement a standardised community grievance management system that includes close-out and reporting of grievances
- ✔ Social Performance and Human Rights reviews to be conducted annually for all sites
- ✔ All sites to have cultural heritage management systems in place and functioning

Underlying these sustainability objectives is our vision to be the Miner of Choice for our employees, host communities, investors and suppliers. Over the next year, we will continue in the development of our sustainability strategy and embedding these aspects within our overarching Company strategy.



MESSAGE FROM THE CEO

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## FOCUS ON OUR VALUES

# Newcrest's Living Our Values (LOV) Awards

These awards are an annual celebration of our people's commitment, as Newcrest employees, to living by our values in their daily work. All our winners demonstrate a commitment to go above and beyond their normal work duties, lead by example and promote our Company values in their truest sense.

## Our winners of the 2017 LOV Awards.



**We care about people** 2017 LOV Awards winner Doris Okoli has established a charity that helps those living in difficult conditions.

### CARING ABOUT PEOPLE DORIS OKOLI (BONIKRO)

Doris Okoli, Senior Specialist – Communications at Bonikro, established an innovative charity, Offer Your Birthday, [www.offrirlesourire.com](http://www.offrirlesourire.com) to help those in the local community suffering from hardship and to raise awareness of their conditions, in the hope of inspiring others to take action.

Motivated by her belief that each of us needs to do what we can to make the world a better place, Doris' charity invites people to "offer their birthday", whereby instead of receiving gifts, they invite their family and friends to provide donations in-kind and cash, that are then donated to a chosen charity. The charity chooses four projects each year to donate the raised goods and cash towards. To-date, 12 charity visits have been made, including to hospitals and orphanages.

As an example, Doris' charity visited the Children's Cancer Ward of the CHU de Treichville, the only ward in Côte d'Ivoire dedicated to the treatment of children up to 16 years old. The ward has a 20-bed capacity but receives over 50 patients in day care. With the families often coming from far away, many do not have the means to pay the hospital bills and have no place to stay in Abidjan. They are in dire need of assistance. Through Offer Your Birthday, Doris and her team of volunteers were able to bring relief to the families through donations of food and assistance for medical bills. A much-anticipated birthday celebration was also organised for the birthdays of all the children who would not otherwise have a birthday party.



**We value honesty and integrity** 2017 LOV Awards winner Mark Wheatley (middle) receives a certificate and one-ounce gold coin from GM Health, Safety, Environment and Security (HSES) Peter Cowley (left) and Group Manager Risk and HSE Governance Chris Leiner.

### HONESTY AND INTEGRITY MARK WHEATLEY (CORPORATE)

Mark Wheatley, Senior Aviation Coordinator, was asked to complete a final check on a replacement helicopter that was to be used at Gosowong during the several months the normal helicopter was to undergo a routine major service. During his inspection, Mark found multiple serious issues, including major technical deficiencies.

While withdrawing the replacement helicopter from service would leave Gosowong with difficult logistical problems, Mark knew it was the right thing to do. He directly explained the situation to site General Manager, Jon Gaunt, who immediately understood the gravity of the situation and supported Mark's recommendation without hesitation, thanking him for having the courage to speak up.

Mark liaised with Gosowong and industry contacts to secure a suitable replacement helicopter.



**Working together** 2017 LOV Awards winners Matthew Young, Felix Gori, Ronald Wama, Henry Kupe and Douglas Chee making the Zero 3 Tasol safety sign, symbolising zero injuries and three reasons for staying safe.



**Innovation and problem solving** 2017 LOV Awards winner Jamie Williams.

### INNOVATION AND PROBLEM SOLVING JAMIE WILLIAMS (TELFER)

Telfer Exploration Geologist, Jamie Williams, illustrated exemplary innovation and problem-solving through the identification and removal of unnecessary downtime during the underground diamond drilling process. Using an owner's mindset, Jamie identified aspects for improvement and saw his ideas through to completion.

He developed a procedure to test a new drill hole survey pick-up system, demonstrating through a rigorous process of progressive enhancements, that it could be used to reduce time and human error. Jamie engaged his co-workers from First Drilling, Underground Survey, Underground Exploration Geology and Underground Management, to develop a practical solution in the underground diamond drill hole design and management process. The result was a process that was more streamlined, safer, and more efficient in time and cost.

### WORKING TOGETHER HENRY KUPE, FELIX GORI, RONALD WAMA, MATTHEW YOUNG, DOUGLAS CHEE (LIHIR)

National Mine Safety Week is an annual event for the resources industry throughout PNG, which this year emphasised 'positive behaviours and choices for safe and healthy living'. Lihir's organising team comprised Occupational Health and Safety Advisors Henry Kupe, Felix Gori and Douglas Chee, Contracts Cost Analyst Ronald Wama, and Safety Superintendent Matthew Young.

Over the course of the week, the team arranged many activities involving hundreds of employees, contractors, community members and school children, aiming to emphasise the importance of safety at work and at home.

Through investing a significant amount of discretionary time and effort, the team successfully delivered activities, such as an interdepartmental emergency response challenge, health checks, slogan and rhyme competitions, school mine tours, and daily sporting events involving local community members.

The team identified that building a sense of community, getting to know each other is a foundation for working safely as "one team".



**High-performance** 2017 LOV Awards winner Specialist – Maintenance Systems Andrew Harris (middle), with Superintendent – Fixed Plant Mechanical Matthew Warner (left) and Superintendent – Planning & Improvement Adrian Bush.

### HIGH-PERFORMANCE ANDREW HARRIS (CADIA)

Andrew Harris, Maintenance Systems Specialist at Cadia, has consistently shown his adoption of the "owner's mindset" by challenging himself and his colleagues to focus on the one per cent improvements in everything they do, to solidify a long-term, sustainable future.

Andrew identified three shutdown initiatives and developed detailed action plans to implement and execute them, working with teams to develop their understanding and reporting of the delivered improvements.

One of these initiatives entailed increasing the shutdown interval for Train 1 and Train 2 from 15 to 20 weeks, while reducing the outage duration from 40 to 24 hours. He credits the success of these type of projects to the high performance of his team and the mindsets of the people he works with. Recognising the value in high performance teams, Andrew often goes above and beyond by coaching and teaching others to help build capability within the team.



## **GOVERNANCE, ETHICS AND TRANSPARENCY**

Adherence by the Company and its people to the highest standard of corporate governance is critical in order to achieve our vision. The Company follows the recommendations for effective corporate governance as published by the Australian Securities Exchange (ASX) Corporate Governance Council and regularly reviews its governance and compliance practices.

## OUR LEADERS IN SUSTAINABLE AND RESPONSIBLE MINING

The Board of Directors determines the strategic direction of the Company, regularly reviews the appropriateness of it and oversees its implementation. This includes responsibility for sustainability, which in turn is devolved to senior key people and, ultimately, their teams.

**A**n annual review is undertaken in relation to the Board's performance and effectiveness and that of its Committees and individual Directors. This process is based on interviews with, and/or questionnaires provided to, each Director and the General Counsel and Company Secretary and other relevant executives. Regular improvements are made to the functionality and performance of the Board and its associated committees. Public affairs and social performance is a standing agenda item at all regular Board meetings.

As at 30 June 2017<sup>(1)</sup>, the Newcrest Board comprised 10 Directors, including two Executive Directors, Sandeep Biswas, Managing Director and Chief Executive Officer, and Gerard Bond, Finance Director and Chief Financial Officer.

The remaining eight Board members, including the Chairman, were Non-Executive and were considered independent in accordance with the Board's Director Independence Policy. Each Director's skills, experience and relevant qualifications and expertise, as well as the term of office held as at 30 June 2017, are set out in our Annual Report.

The functions of the Board are set out in the Board Charter. The roles and responsibilities of the Board Committees are also set out in Charters, which are regularly reviewed and revised as appropriate. The Board operates four standing Committees (Audit and Risk, Human Resources and Remuneration, Safety and Sustainability and Nominations), which each provide a forum for a more detailed analysis of key issues. All Directors receive papers and minutes for all Committees and are invited to attend all Committee meetings.

Sustainable development considerations are integrated as part of the Company's decision-making processes. While the Newcrest Board has ultimate accountability for our sustainability strategy, sustainable development matters are considered by the Safety and Sustainability Committee.

The Safety and Sustainability Committee assists the Board in its role of overseeing, monitoring and reviewing the Company's practices and governance in the areas of safety, health,

relationships with communities, environment, sustainability, including the Company's annual Sustainability Report, and the human rights and security of communities, employees and operations. Within its scope, the Committee monitors the Company's resources applied to achieve compliance with applicable policies and standards, reviews the Company's response on issues of concern or non-compliance and reviews management's recommendations in relation to industry trends and standards.

Our decision-making processes include detailed consideration of sustainable development aspects, such as health, safety, environment and community aspects. The Executive Committee (ExCo) considers sustainable development aspects during regular updates on the status of key health, safety, environment and community programs in-line with their respective strategies. Meetings also extend to the Executive Health and Safety Leadership Team and Safety Transformation steering committee.

In addition to the Board Charter, the Board Committees Charters and the Disclosure Committee Charter, Newcrest has in place a number of policies that support the implementation of ethical business principles and practices across the Company. These include the Board's Director Independence Policy, the Directors' Conflicts of Interests Policy, the Market Disclosure Policy, the Market Releases and Investor Relations Policy, the Media and External Communications Policy, and the Securities Dealing Policy.

Relevant employees, including managers and above, are required to undertake continuous disclosure training annually (in-person or electronically) to ensure that they are aware of their obligations under the Market Disclosure Policy, and securities dealing training every two years in relation to their obligations under the Securities Dealing Policy.

Newcrest has in place Communities, Environmental, and Safety and Health Policies which support and enhance the sustainable development of our operations. These policies are supported by performance standards that set requirements for the development of management plans to assess risks and opportunities and implement measures to mitigate potential impacts.

<sup>(1)</sup> Subsequent to the reporting period on 14 November 2017, Lady Winifred Kamit and John Spark retired from the Board of Directors. Peter Hay was appointed as a member of the Safety and Sustainability Committee, and Vicki McFadden was appointed as the Chair of the Audit and Risk Committee and a member of the Human Resources and Remuneration Committee.

## BOARD OF DIRECTORS<sup>(1)</sup>



**PETER HAY**  
**LLB, FAICD**

Independent Non-Executive  
Chairman

Mr Hay was appointed as  
Non-Executive Chairman of the  
Board on 1 January 2014 after  
being appointed to the Board in  
August 2013. He is the Chairman  
of the Nominations Committee.



**SANDEEP BISWAS**  
**BEng (Chemical) (Hons)**

Managing Director and  
Chief Executive Officer

Mr Biswas was appointed  
Managing Director and Chief  
Executive Officer on 4 July 2014.  
He joined Newcrest in January  
2014, as Executive Director and  
Chief Operating Officer.



**GERARD BOND**  
**BComm, Graduate Diploma  
Applied Finance and  
Investment, Chartered  
Accountant, F Fin**

Finance Director and Chief  
Financial Officer

Mr Bond was appointed to the  
Board as an Executive Director  
in February 2012, after joining  
Newcrest as Finance Director  
and Chief Financial Officer in  
January 2012.



**ROGER HIGGINS**  
**BE (Civil Engineering) (Hons),  
MSc (Hydraulics), PhD (Water  
Resources), Stanford Executive  
Program, FIEAust, FAusIMM**

Independent  
Non-Executive Director

Dr Higgins was appointed to  
the Board in October 2015. He  
is a member of the Safety and  
Sustainability Committee.



**RICK LEE AM**  
**BEng (Chemical) (Hons),  
MA (Econ) (Oxon), FAICD**

Independent  
Non-Executive Director

Mr Lee was appointed to the  
Board in August 2007. He  
is Chairman of the Human  
Resources and Remuneration  
Committee and a member of the  
Audit and Risk Committee.

<sup>(1)</sup> Subsequent to the reporting period on 14 November 2017, Lady Winifred Kamit and John Spark retired from the Board of Directors. Peter Hay was appointed as a member of the Safety and Sustainability Committee, and Vickki McFadden was appointed as the Chair of the Audit and Risk Committee and a member of the Human Resources and Remuneration Committee.





**PHILIP AIKEN AM**  
**BEng (Chemical),**  
**Advanced Management**  
**Program (HBS)**

Independent  
Non-Executive Director

Mr Aiken was appointed to the Board in April 2013. He is Chairman of the Safety and Sustainability Committee and a member of the Human Resources and Remuneration Committee and the Nominations Committee.



**XIAOLING LIU**  
**PhD (Extractive Metallurgy),**  
**BEng (Extractive Metallurgy),**  
**GAICD, FAusIMM**

Independent  
Non-Executive Director

Dr Liu was appointed to the Board in September 2015. She is a member of the Human Resources and Remuneration Committee and the Audit and Risk Committee.



**VICKI MCFADDEN**  
**BComm, LLB**

Independent  
Non-Executive Director

Ms McFadden was appointed to the Board in October 2016. She is a member of the Audit and Risk Committee.

## EXECUTIVE COMMITTEE



**SANDEEP BISWAS**  
**Managing Director and  
Chief Executive Officer**

Sandeep was appointed Managing Director and Chief Executive Officer in July 2014. He joined Newcrest in January 2014, as Executive Director and Chief Operating Officer.



**GERARD BOND**  
**Finance Director and  
Chief Financial Officer**

Gerard joined Newcrest as Finance Director and Chief Financial Officer in January 2012 and was appointed to the Board in February 2012.



**MELANIE ALLIBON**  
**Executive General Manager –  
People**

Melanie joined Newcrest in January 2017 and is responsible for Human Resources.



**CRAIG JETSON**  
**Executive General Manager –  
Cadia and Lihir**

Craig is responsible for the Cadia and Lihir operations. He also has accountability for Group Technical Services. Craig joined Newcrest in 2014.



**CRAIG JONES**  
**Executive General Manager –  
Wafi-Golpu**

Craig is responsible for the Wafi-Golpu project in Papua New Guinea. Craig joined Newcrest in 2008.



**IAN KEMISH AM**  
**Executive General Manager –  
Public Affairs and Social  
Performance**

Ian joined Newcrest in May 2016 with responsibility for government relations, social performance and media.



**FRANCESCA LEE**  
**General Counsel and  
Company Secretary**

Francesca joined Newcrest as General Counsel and Company Secretary in March 2014.



**MICHAEL NOSSAL**  
**Chief Development Officer**

Michael is responsible for the Company's growth and development activities, including Newcrest's global exploration program and a growing portfolio of strategic partnerships, farm-in arrangements and investments across Asia Pacific, West Africa and the Americas. Michael joined Newcrest in July 2015.



**PHILIP STEPHENSON**  
**Executive General Manager -  
Gosowong, Telfer, and  
Bonikro**

Philip is responsible for the Gosowong, Telfer, and Bonikro operations. He also has accountability for Health, Safety, Environment and Security. Philip joined Newcrest in 2014.

# CONDUCTING BUSINESS ETHICALLY AND TRANSPARENTLY

Newcrest proactively engages with governments and communities in the areas where we operate. We strive to engage constructively, respect other points of view and aim to develop mutually-compatible outcomes.

**O**ur engagement can cover a wide range of areas, including economic, environmental and social responsibility. Many of our stakeholders are unaware of the full range of community investment or capacity-building activity we undertake or fund directly or indirectly. We continue to work with our stakeholders on increasing awareness and educating people on the scale of our social investment activity and the commercial realities that drive our business, thus helping them to better understand our perspective and our actions.

We also actively engage both directly and indirectly (for example, through industry groups such as the Minerals Council of Australia (MCA) and PNG Chamber of Mines and Petroleum) with government and other stakeholders on policy and reforms. Proper consultation processes are critical to any reform process and Newcrest seeks to participate and contribute on relevant issues to assist with informed discussion and consideration.

At each operating site, Newcrest commissions targeted, periodic community baseline studies, which provide a basis for understanding the nature of the national, regional and local stakeholders, their politics, history, culture and challenges. These studies, along with extensive consultation, provide the understanding of expectations and, importantly, local anticipations and concerns necessary to guide the development of appropriate and relevant social policy. Through this form of dialogue, expectations can be addressed. Baselines are undertaken throughout the mine development plan.

Government expectations of resource developments tend to be reflected in legislation and regulations, and Newcrest maintains a presence in each jurisdiction to maintain dialogue with government and other key stakeholders to identify and explain matters of concern and general industry conditions.

## CODE OF CONDUCT

Newcrest's Code of Conduct reflects the values that underpin all of Newcrest's behaviours and our relationships with our stakeholders. We are guided by our values: caring about people; acting with integrity and honesty; working together; valuing innovation and problem solving; and, striving for high performance. These values shape the behaviours we expect from everyone who works for Newcrest and provides the basis for our Code of Conduct.

Newcrest has made the Code of Conduct accessible to all employees and contractors. It is available in printed and electronic formats on Newcrest's website and intranet site. Newcrest ensures regular Code of Conduct training is administered to all employees and contractors (manually or electronically), with refresher training administered every two years. The online Code of Conduct training module has been translated into the languages of the communities in which Newcrest operates.

The Company's Code of Conduct draws together the comprehensive range of policies and standards which govern the way Newcrest behaves and operates.

## POLICIES AND STANDARDS INCLUDE THE FOLLOWING:

- Anti-Bribery and Corruption Policy;
- Communities Policy;
- Diversity and Inclusion Policy;
- Donations and Sponsorships Policy;
- Employee Organisations Standard;
- Environmental Policy;
- Exploration Results, Mineral Resources and Ore Reserves Public Reporting Policy;
- Gifts, Hospitality and Sponsored Travel Standard;
- Human Rights Policy;
- Information Technology and Data Management Policy;
- Market Disclosure Policy;
- Market Releases and Investor Relations Policy;
- Media and External Communications Policy;
- Safety and Health Policy;
- Securities Dealing Policy;
- Security Policy;
- Speak Out Standard;
- Supply Policy; and
- Workplace Behaviour Standard.

Furthermore, the Company's Supply Policy provides a high level overview of Newcrest's supply chain principles, including that suppliers and their representatives are treated fairly, without bias or prejudice, and that competition will be open and fair. All Newcrest's suppliers are expected to act with integrity and in accordance with the Company's policies and procedures, including compliance with contract terms consistent with Newcrest's Human Rights Policy and Anti-Bribery and Corruption Policy. Compliance is a contractual requirement of all Newcrest's supply agreements.

**ANTI-BRIBERY AND CORRUPTION**

Activities involving bribery, corruption, money laundering, payment of secret commissions, breach of sanction laws, and exercise of improper influence are strictly prohibited under Newcrest's Code of Conduct, Anti-Bribery and Corruption Policy and related standards. This applies to all persons and entities within the Newcrest group of companies and in all the jurisdictions in which we operate.

Newcrest's position on bribery is included in Newcrest's Code of Conduct and Anti-Bribery and Corruption Policy, as well as its Company standard regarding gifts, hospitality and sponsored travel. The obligations for employees and contractors are clear and are broadly communicated in induction materials, contracts and on the Newcrest website and intranet site. Newcrest provides training to ensure these obligations are understood, including through Code of Conduct training.

An online register for declaring gifts is also available to employees. Further training on the Anti-Bribery and Corruption Policy is focused on high-risk roles, with employees receiving full and refresher training as required. During FY2017, Anti-Bribery and Corruption training for high-risk roles was focused on Newcrest's non-Australian operating sites. As at 30 June 2017, 97 per cent of high-risk roles at Gosowong had received further training. Similarly at Lihir, 81 per cent of high-risk roles had been trained as well as 78 per cent at Bonikro. In FY2018, the focus will continue on training and refresher training for all high-risk roles across the Company. Suspected breaches to this Policy are required to be reported through to the employee's manager, the General Counsel and Company Secretary or through the Speak Out Service as per Newcrest's Speak-Out Standard.

All suppliers are also required to comply with applicable anti-bribery and corruption laws and appropriate due diligence is undertaken before Newcrest acquires an interest in a third-party entity or enters into a new joint venture.

The Company's Anti-Bribery and Corruption portal page provides helpful information for Newcrest personnel on how to comply with Newcrest's policies that deal with anti-bribery and corruption and laws prohibiting bribery.

Newcrest has internal auditing and other processes in place to identify and investigate instances of actual or potential corruption and bribery across the business. At some of our sites, we operate in identified high-risk jurisdictions and continue to increase our scrutiny in relation to anti-bribery and corruption risks. During the year, 67% of our off-shore operations were audited for risks relating to corruption.

**TABLE 1: SITES AUDITED FOR ORGANISATIONAL RISKS RELATING TO CORRUPTION DURING FY2017**

Lihir	✓
Telfer	
Cadia	
Gosowong	✓
Bonikro	
Namosi	
Wafi-Golpu	✓

# CONDUCTING BUSINESS ETHICALLY AND TRANSPARENTLY (CONTINUED)

## HUMAN RIGHTS

Newcrest respects the human rights of all stakeholders, including our employees, contractors and local communities. We seek to use our influence to prevent human rights abuses occurring in the vicinity of our operations, and will engage in dialogue with stakeholders and local communities to promote human rights. Human rights violations by our employees, contractors and/or any other persons or groups associated with our business will not be tolerated.

Respect for human rights has always been part of the way we do business and is embedded in our Human Rights and Security Policies, as well as the Code of Conduct, Social Performance Standard, Security and Human Rights Standard and a specific Security Code of Conduct. These policies and standards are aligned with international standards and norms for dealing with human rights, including the United Nations Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights (VPSHR), and the International Code of Conduct (ICoC) for Private Security Providers.

Part of the ongoing implementation process of the Human Rights Policy is a review of the Company's various internal policies, standards, procedures and processes, external business relationships and, where necessary, the integration of additional relevant human rights procedures and clauses into the way we do business. As part of this process, a revised Human Rights Policy was approved in May 2017.

Newcrest's Human Rights Policy recognises the importance of constructive engagement of employees, stating 'Newcrest will strive to ensure a direct, honest and open relationship with employees that is built on mutual trust, and respect for the dignity and worth of each individual'. Employees are engaged in a variety of ways to seek their constructive feedback on matters of mutual concern. An example of this is the annual Organisational Health Index (OHI) Survey, which encourages employees

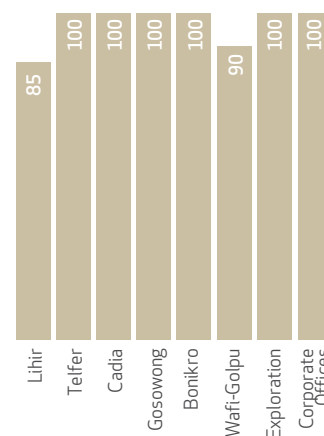
Company-wide to provide their input confidentially on matters that relate to the Company's organisational health. The survey enables Newcrest to assess its organisational health from year to year, and track progress in embedding priority practices in the way we work. Further, it allows the Company to set a clear direction, execute plans and adapt and improve to sustain performance over time.

Newcrest recognises that employees have the right to belong, or not to belong, to an employee organisation. We comply with all applicable laws aimed at protecting freedom of association at the workplace. The Company deals with employee organisations in accordance with the Employee Organisations Standard. The Company has a number of employment agreements and industrial instruments in place.

As a member of the Voluntary Principles on Security and Human Rights Initiative (VPI), Newcrest continues to be a regular participant in various VPI working group calls and was an active participant in the annual VPI Plenary meeting in Ottawa on 1 – 3 March 2017. During FY2017, Memorandum of Agreements (MoA) with Public Security for Lihir, Gosowong and Bonikro were revised to incorporate VPSHR requirements. The Lihir and Gosowong MoAs were approved by police hierarchies in PNG and Indonesia respectively.

Also during the reporting period, Newcrest, in consultation with the ICoC (Geneva), developed a specific Security Code of Conduct that all security employees and contractors are required to complete. As at 30 June 2017, 94 per cent of all security employees and 100 per cent of engaged security contractors had completed training in the Code. The Security Code of Conduct will now be part of the on-boarding process for all new security employees and contractors, thus ensuring that all security employees and contractors are current in their training. In addition, scenario-based refresher training packages are currently being developed.

**GRAPH 1: PERCENTAGE OF DIRECTLY EMPLOYED SECURITY PERSONNEL TRAINED IN HUMAN RIGHTS POLICIES OR PROCEDURES FY2017 (%)**



## FORCED, COMPULSORY OR CHILD LABOUR

Newcrest seeks to ensure fair treatment and work conditions for all employees and sets high expectations on its people leaders to comply with a comprehensive set of employment-related policies and procedures. These include detailed standards and processes addressing areas, such as Remuneration, Recognition and Reward, Benefits and Conditions, Diversity and Inclusion, Workplace Behaviour, Code of Conduct, and Fair Treatment.

Newcrest does not engage in, or condone, any form of forced or compulsory labour, nor does Newcrest knowingly engage in, or condone, any form of child labour. Newcrest recognises the risk of exposure to child labour for all its international mining operations. This is due to a combination of lack of reliable birth data and pressure from local communities to maximise employment opportunities, which can unwittingly result in under-age employment. In-country human resources teams are aware of the risk, and screen applicants in line with Newcrest recruitment processes, utilising available records, as well as advice from community leaders.

Within its contracts and purchase orders, Newcrest requires that suppliers engage in conduct that is consistent with recognised international human rights laws and standards.

Newcrest employees are paid competitively and in all countries above the minimum statutory wage in their country of operation. This is not only to attract and retain employees within a competitive market, but also to help strengthen local economies on top of direct government and community payments.

## HARASSMENT AND UNFAIR DISCRIMINATION

Newcrest's commitment to a workplace free from discrimination is underpinned by our values and our Diversity and Inclusion Policy. Additionally, Newcrest's Workplace Behaviour Standard and Resolving Workplace Behaviour Complaints Procedure, coupled with Newcrest's over-arching Code of Conduct, details and supports the appropriate behaviour expected of employees, contractors, suppliers, consultants and visitors of Newcrest. We believe the workforce should reflect the communities in which we operate and, wherever practicable, Newcrest is committed to local hiring and development of workers at each site.

Along with initiatives to increase the gender balance in the workforce, Newcrest is committed to developing our people across the Group and to ensure the workforce – including the leadership team – reflects the communities in which we operate.

Newcrest strongly supports and encourages employees to report any misconduct or unethical behaviour by fostering an environment that affords appropriate protection from retribution for those who wish to make a disclosure or air a concern. In the first instance, all employees are encouraged to report such concerns through to their manager. However, if an employee feels uncomfortable to do this, or believes that a concern has not been adequately addressed, the employee has the means to report confidentially or anonymously. The "Speak Out" service provides a mechanism by which employees can report concerns of unethical or inappropriate behaviour in good faith, and through which they receive full protection from any negative consequences that could otherwise result from their actions.

A Fair Treatment Procedure is available to all employees to raise concerns, complaints or grievances about any action, decision or behaviour that adversely affects them. Additionally, a Resolving Workplace Behaviour Complaints Procedure is available to ensure that employees have access to a fair and timely method for making complaints that relate to allegations of inappropriate workplace behaviour or conduct in breach of the Diversity and Inclusion Policy, Workplace Behaviour Standard and/or Newcrest values.

## TRAINING AND GUIDANCE

All Newcrest staff and security personnel, including contracted private security, are required to conform to our Human Rights and Security Policies. This policy includes human rights awareness and refresher training (developed with the input of respected non-government organisations (NGOs) delivered every two years, respect for the communities in which we operate, the appropriate delivery of security services, and a zero-tolerance for human rights abuse. Newcrest also has appropriate Memorandums of Understanding (MOU) in place in countries where public security, i.e. police and/or military, have or can be deployed to address security-related issues impacting on our operations.

Newcrest Social Performance Standards, which are authorised by ExCo and implemented by site General Managers (GM), require all operations to provide in their employee, contractor and visitor inductions a fit-for-purpose description of local culture, social context, sensitivities, risks and expected behaviours. All sites are required to proactively consult and work with relevant communities under national and local laws to protect and manage cultural heritage in the areas of their activities. Operations are also required to develop a Cultural Heritage Management plan designed by a suitably experienced cultural heritage professional approved of by the GM Social Performance. These plans are used to inform the internal training programs. Attendance at social awareness training programs is recorded, and reported to the site GMs.

# CONDUCTING BUSINESS ETHICALLY AND TRANSPARENTLY

(CONTINUED)

## TRANSPARENCY

Newcrest seeks to act with integrity and honesty when conducting business, in a manner that promotes transparency in business dealings. Newcrest is a Supporting Member of the Extractive Industries Transparency Initiative (EITI), a global coalition of governments, companies and civil society working together to improve openness and accountable management of revenues from natural resources. Newcrest continues to support the efforts of governments of EITI member countries where we operate to improve transparency in the flow of revenues and benefits generated from the resource sector to government.

Newcrest reports in line with the EITI requirements in PNG, Indonesia and Côte d'Ivoire, and engages independent auditors to assure material payments made in line with Annual and Sustainability Reporting requirements. Material payments for each EITI-compliant country are broken down by government, communities, and suppliers.

Newcrest continues to participate in forums to improve revenue transparency and is an active member of the EITI multi-stakeholder groups (MSG) for Australia and PNG. Newcrest actively takes part in the MSG discussions and agenda on EITI, particularly relating to the implementation strategy in Australia. Newcrest has a corporate strategy in place to implement EITI commitments across all sites.







## OUR COMMITMENTS AND RESPONSIBILITIES

Newcrest is a multi-site, culturally diverse and highly visible company, with a broad range and depth of stakeholders that we need to communicate with and respond to, if we are to be successful.

### OUR STAKEHOLDERS

Our engagement with stakeholders focuses on constructive dialogue, seeking feedback, and understanding and respecting other points of view. While we look to better engage with our stakeholders, we also respect their wish to engage us on their terms.

Our key relationships are managed by specific Newcrest personnel, teams or departments, with varying methods and frequencies of engagement, depending on the nature and formality of the relationship with the stakeholder concerned. Formal and informal processes are used by Newcrest to develop and maintain relationships, to keep stakeholders informed of business outcomes and future plans, and to explore stakeholder issues and concerns. Any serious stakeholder concerns or key opportunities are brought to the attention of our senior leadership team.

Newcrest proactively engages with governments, industry and communities in the areas where we operate with the understanding that different stakeholders have differing views about, and expectations of, our activities. We engage constructively, respecting other points of view and aim to develop mutually-compatible outcomes. Newcrest works with its stakeholders in an honest, transparent and ethical manner. Where our employees are engaged in dialogue with government, those individuals must comply with all relevant laws and regulations and Company policies relating to such relationships.

Occasionally, Newcrest is engaged in development of public policy. Representations are made directly by Newcrest executives and officers and via participation in working groups. Contributions to public policy development are also made via industry associations of which Newcrest is a member. For example, Newcrest is a member of the MCA and its associated state-based organisations, as well as the PNG Chamber of Mines and Petroleum. Proper consultation processes are critical to any reform process and Newcrest seeks to participate and contribute on relevant issues to assist with informed discussion and consideration. Newcrest does not make cash or in-kind contributions to political parties or contribute to political fund-raising activities.

Our stakeholder engagement processes are summarised in the table on pages 24 and 25.

**TABLE 2: KEY STAKEHOLDERS AND METHODS OF ENGAGEMENT**

STAKEHOLDER GROUP	TYPE OF STAKEHOLDERS	ENGAGEMENT APPROACH	AREAS OF INTEREST
<b>Shareholders</b>	Shareholders, analysts	<ul style="list-style-type: none"> <li>• Annual reports, quarterly production reports, half-yearly financial reporting</li> <li>• Website and email, investor briefings, one-on-one discussions</li> <li>• Investor days</li> <li>• Conference calls</li> <li>• Market announcements</li> <li>• Annual General Meeting</li> <li>• Industry conferences</li> <li>• One on one meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Safety performance</li> <li>• Asset performance</li> <li>• Executive remuneration</li> <li>• Community relations</li> <li>• Financial performance</li> <li>• Growth profile</li> </ul>
<b>Employees and Contractors</b>	ExCo, site management teams, employees, contractors	<ul style="list-style-type: none"> <li>• Employee briefings</li> <li>• Intranet, email, newsletters, social events, notice boards, departmental site and toolbox meetings, performance reviews</li> <li>• Site General Manager town hall meetings</li> <li>• Speak Out service</li> <li>• Site-localised media stories</li> <li>• Direct engagement between people leaders and their teams</li> <li>• Organisational Health Survey participation</li> </ul>	<ul style="list-style-type: none"> <li>• Job security</li> <li>• Operational performance</li> <li>• Safety and environmental performance</li> <li>• Employee involvement</li> </ul>
<b>Local Communities</b>	Local residents, Indigenous communities, landowners	<ul style="list-style-type: none"> <li>• Community relations team visits</li> <li>• Resident/community meetings</li> <li>• Site visits</li> <li>• Regular communication with leaders and community generally, providing feedback forums</li> <li>• Complaints and grievance mechanisms</li> <li>• Sponsorships and partnerships</li> <li>• Collaborative agreements</li> <li>• Media engagement on localised initiatives</li> <li>• Community newsletters</li> <li>• Websites</li> </ul>	<ul style="list-style-type: none"> <li>• Impact on, and relations with, communities</li> <li>• Land use agreements</li> <li>• Environmental impacts</li> <li>• Community benefits agreements</li> <li>• Compensation agreements</li> </ul>
<b>Suppliers</b>	Local suppliers, non-local suppliers	<ul style="list-style-type: none"> <li>• Collaborative guidelines</li> <li>• Out to market approaches</li> <li>• Open and collaborative face-to-face engagement and discussions</li> <li>• Regular performance meetings</li> <li>• Contractual agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts from industry downturn and instilling operational efficiency</li> </ul>

STAKEHOLDER GROUP	TYPE OF STAKEHOLDERS	ENGAGEMENT APPROACH	AREAS OF INTEREST
<b>Government and Regulators</b>	Australian federal, state and local Government, Papua New Guinea national, provincial, local Government, Côte d'Ivoire Government, Indonesian Government, Fijian Government, Department of Foreign Affairs and Trade, WorkSafe, other Government departments as appropriate in each jurisdiction	<ul style="list-style-type: none"> <li>• Open and collaborative face-to-face engagement</li> <li>• Quarterly updates in Asia and Pacific regions</li> <li>• Annual reports, website and email, compliance audits and inspections</li> <li>• Regulatory submissions</li> <li>• Direct engagement on matters of local importance</li> <li>• Industry body involvement</li> <li>• Media engagement on localised initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Royalty fees and Indigenous agreements</li> <li>• Safety performance</li> <li>• Employment</li> <li>• Proposed changes in legislation and regulations</li> <li>• Environmental management and rehabilitation</li> </ul>
<b>Industry</b>	Mining and metals industry, non-mining and metals industry, business and professional associations, local country and regional business associations	<ul style="list-style-type: none"> <li>• Meetings, reports and discussions around the specific considerations of mining and considerations for policy</li> <li>• Reports, face-to-face discussions, presentations, collaborative agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Industry downturn</li> <li>• Environmental impacts</li> <li>• Safety performance</li> <li>• Mental health</li> </ul>
<b>NGOs</b>	Environmental, community, mining	<ul style="list-style-type: none"> <li>• Meetings, reports, face-to-face discussions</li> <li>• Site visits</li> <li>• Exploring collaborative opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts to people, communities and the environment</li> <li>• Bribery, corruption and disclosure of payments</li> </ul>
<b>Education and Research</b>	Research institutions, tertiary and vocational institutes	<ul style="list-style-type: none"> <li>• Conference attendance</li> <li>• Meetings, reports, face-to-face discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Promotional training in resources area</li> </ul>
<b>Media</b>	National business media, localised media (site and country)	<ul style="list-style-type: none"> <li>• Media briefings</li> <li>• Day-to-day enquiries</li> <li>• Site visits</li> <li>• News stories/media releases</li> <li>• Newcrest website</li> </ul>	<ul style="list-style-type: none"> <li>• Divestment of Hidden Valley</li> <li>• Company turnaround and growth</li> <li>• Energy pricing and policy</li> <li>• Safety performance</li> <li>• Social development</li> </ul>
<b>Civil Society</b>	General public	<ul style="list-style-type: none"> <li>• Newcrest website</li> <li>• Reports</li> <li>• Feedback tools</li> <li>• Sponsorships and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts to people, communities and the environment</li> <li>• Safety and environmental performance</li> <li>• Industry downturn</li> </ul>
<b>Customers</b>	Smelters, refineries	<ul style="list-style-type: none"> <li>• Market tenders</li> <li>• Meetings</li> <li>• Reports</li> <li>• Face-to-face discussions</li> <li>• Site visits</li> </ul>	<ul style="list-style-type: none"> <li>• Terms and conditions of contracts</li> <li>• Specification of product</li> <li>• Maintaining of relationships</li> </ul>

Newcrest engages with a broad number of stakeholder groups and works with a number of peak industry bodies in the jurisdictions where we operate.

**AS AT 30 JUNE 2017, NEWCREST IS AFFILIATED WITH OR A MEMBER OF THE FOLLOWING ORGANISATIONS:**

- Australia Fiji Business Council;
- Australia-Indonesia Business Council<sup>(1)</sup>;
- Australia Papua New Guinea Business Council;
- Australian Investor Relations Association;
- Australian Maritime Safety Authority;
- Australian Mines and Metals Association;
- Australian Safety and Compensation Council;
- Bulolo Chamber of Commerce;
- Business and Biodiversity Offsets Program;
- Business Council of Australia;
- Business Council of Papua New Guinea;
- Chamber of Commerce and Industry of Côte d'Ivoire;
- Chamber of Commerce of France in Côte d'Ivoire;
- Chamber of Minerals and Energy of Western Australia;
- Corporate Tax Association of Australia;
- Employers' Federation of Papua New Guinea;
- Extractive Industries Transparency Initiative;
- Fiji Australia Business Council;
- Fiji Commerce and Employers Federation;
- Fiji Mining and Quarrying Council;
- Indonesian Mining Association;
- Institute of National Affairs, Papua New Guinea;
- International Copper Association, Australia;
- International Council on Mining and Metals<sup>(2)</sup>;
- International Cyanide Management Institute;
- International Network for Acid Prevention;
- International Tungsten Industry Association;
- Lae Chamber of Commerce;
- Major Employers Association – Confederation Generale des Enterprises de Côte d'Ivoire;
- Minerals Council of Australia;
- Mining Association – Groupement Professionnels des Miniers de Côte d'Ivoire;
- New South Wales Minerals Council;
- Papua New Guinea Chamber of Mines and Petroleum;
- Port Moresby Chamber of Commerce;
- Sustainable Minerals Institute – University of Queensland;
- Suva Chamber of Commerce and Industry;
- Transparency International, Australia;
- Transparency International, Papua New Guinea; and
- Voluntary Principles on Security and Human Rights.

## OUR COMMITMENTS AND RESPONSIBILITIES

(CONTINUED)

### OUR MEMBERSHIPS AND AFFILIATIONS

Newcrest continues its focus on sustainability through membership with the ICMM, the MCA, the VPI, and as a supporting member of the EITI. Newcrest continues to align its sustainability approach to the ICMM Sustainable Development Principles and Position Statements. This year, we have further developed our positions against ICMM alignment, and these positions are located within various sections of this report. A reference summary of these locations is listed in Table 3.

### ENDURING VALUE

Newcrest is a member of the MCA and in May 2005 became a signatory to 'Enduring Value – the Australian Mining Industry Framework for Sustainable Development'. As a member of the MCA, Newcrest participates in a variety of working groups to progress industry initiatives to improve performance and stakeholder relationships. The MCA considers and provides public responses on a variety of government policies and initiatives related to the mining industry with the aim of improving performance and competitiveness of the Australian mining industry within a global setting. In FY2016, Newcrest renewed its commitment to Enduring Value.

Enduring Value adopts the ICMM Framework for Sustainable Development and provides implementation guidance in an Australian and international context.

Newcrest's commitment to Enduring Value brings with it the following obligations:

- progressive implementation of the ICMM principles and elements;
- public reporting of site-level performance at least once a year, with reporting metrics self-selected from the Global Reporting Initiative (GRI), the GRI Mining and Metals Sector Supplement or self-developed; and
- assessment of the systems used to manage key operational risks.

<sup>(1)</sup> Newcrest joined the Australia-Indonesia Business Council on 17 October 2017.

<sup>(2)</sup> On 2 November 2017, Newcrest announced its membership to the International Council on Mining and Metals.

**TABLE 3: REFERENCE SUMMARY OF NEWCREST'S ALIGNMENT TO THE ICMM PRINCIPLES**

ICMM PRINCIPLE	SECTION REFERENCE WITHIN REPORT
Principle 1. Implement and maintain ethical business practices and sound systems of corporate governance.	Our Leaders in Sustainable and Responsible Mining Code of Conduct Anti-Bribery and Corruption Our Stakeholders
Principle 2. Integrate sustainable development considerations within the corporate decision-making process.	Our Leaders in Sustainable and Responsible Mining Managing Government and Community Expectations Supply Chain Stewardship Training and Education Enduring Value
Principle 3. Uphold fundamental human rights and respect cultures, customs and values in dealings with employees and others who are affected by our activities.	Human Rights Land Acquisition and Resettlement Local Community Development and Investment Local Engagement
Principle 4. Implement risk management strategies based on valid data and sound science.	Ensuring Employee and Contractor Health and Safety Local Community Development and Investment
Principle 5. Seek continual improvement of our health and safety performance.	Ensuring Employee and Contractor Health and Safety
Principle 6. Seek continual improvement of our environmental performance.	Environmental Stewardship Closure Planning
Principle 7. Contribute to conservation of biodiversity and integrated approaches to land use planning.	Environmental Stewardship Closure Planning
Principle 8. Facilitate and encourage responsible product design, use, re-use, recycling and disposal of our products.	Growth
Principle 9. Contribute to the social, economic and institutional development of the communities in which we operate.	Social Performance Local Community Development and Investment Managing Government and Community Expectations
Principle 10. Implement effective and transparent engagement, communication and independently verified reporting arrangements with our stakeholders.	About this Report Our Stakeholders
ICMM POSITION STATEMENT	SECTION REFERENCE WITHIN REPORT
Mining and Protected Areas	Environmental Stewardship
Transparency of Mineral Revenues	Transparency
Mining Partnerships for Development	Local Community Development and Investment
Principles for Climate Change Policy Design	Energy and Climate Change
Indigenous Peoples and Mining	Local Engagement
Preventing Catastrophic Failure of Tailings Storage Facilities	Waste and Tailings Management
Water Stewardship	Water Management

# About This Report

This is Newcrest Mining Limited's 16th Sustainability Report and our third that is in accordance with the GRI G4 framework. We annually report on our environmental, social and governance performance.



This report <sup>(1)</sup> is prepared in accordance with the GRI “core” level reporting.

As part of this reporting process, Newcrest conducts a materiality assessment to focus the report on our most material issues (i.e. those issues that are of highest importance to Newcrest and our stakeholders). For completeness, items of medium importance are also discussed in the report.

This year, our report covers all of Newcrest’s operations globally<sup>(2)</sup>, including joint venture projects, for the period 1 July 2016 through to 30 June 2017. There has been no significant change in the scope of the report since last year.

Newcrest’s approach to identifying its material sustainability aspects is based on the AccountAbility AA1000 Assurance Standard (2008) principle of materiality that requires that ‘the reporting organisation has included in its public report adequate information about its sustainable performance for its stakeholders to be able to make informed judgements, decisions and actions’. It also takes account of the GRI’s Reporting Principles for Defining Report Content, in relation to stakeholder inclusiveness, sustainability context, materiality and completeness.

Currency figures are reported in US dollars unless otherwise stated.

## RESTATEMENTS

There are no restatements required in this report.

## ASSURANCE

This year, Ernst & Young provided independent limited assurance over certain elements of our report in accordance with the International Federation of Accountants’ International Standard for Assurance Engagements Other Than Audits or Reviews of Historical or Financial Information, and the requirements of a Type 2 assurance engagement under AccountAbility’s AA1000 Assurance Standard (2008) as per our assurance report. A copy of their Assurance Statement is located on pages 102 and 103. It is Newcrest’s intent to obtain independent assurance of the content of its Sustainability Reports, to enhance data accuracy and reader confidence. The limited assurance report discloses the scope and basis of the assurance provided. Newcrest seeks to ensure that no conflicts of interest exist when appointing any provider of assurance.

## FEEDBACK

For any comments or enquiries about this report, please email Newcrest at [sustainabilityfeedback@newcrest.com.au](mailto:sustainabilityfeedback@newcrest.com.au).

<sup>(1)</sup> This document includes forward looking statements. Often, but not always, forward looking statements can generally be identified by the use of forward looking words such as “may”, “will”, “expect”, “intend”, “plan”, “estimate”, “anticipate”, “continue”, “outlook” and “guidance”, or other similar words and may include, without limitation, statements regarding plans, strategies and objectives of management, anticipated production or construction commencement dates and expected costs or production outputs. The Company continues to distinguish between outlook and guidance in forward looking statements. Guidance statements are a risk-weighted assessment constituting Newcrest’s current expectation as to the range in which, for example, its gold production (or other relevant metric), will ultimately fall in the current financial year. Outlook statements are a risk-weighted assessment constituting Newcrest’s current view regarding the possible range of, for example, gold production (or other relevant metric) in years subsequent to the current financial year.

Forward looking statements inherently involve known and unknown risks, uncertainties and other factors that may cause the Company’s actual results, performance and achievements to differ materially from any future results, performance or achievements. Relevant factors may include, but are not limited to, changes in commodity prices, foreign exchange fluctuations and general economic conditions, increased costs and demand for production inputs, the speculative nature of exploration and project development, including the risks of obtaining necessary licences and permits and diminishing quantities or grades of reserves, political and social risks, changes to the regulatory framework within which the Company operates or may in the future operate, environmental conditions including extreme weather conditions, recruitment and retention of personnel, industrial relations issues and litigation.

Forward looking statements are based on the Company and its management’s good faith assumptions relating to the financial, market, regulatory and other relevant environments that will exist and affect the Company’s business and operations in the future. The Company does not give any assurance that the assumptions on which forward looking statements are based will prove to be correct, or that the Company’s business or operations will not be affected in any material manner by these or other factors not foreseen or foreseeable by the Company or management or beyond the Company’s control. Although the Company attempts and has attempted to identify factors that would cause actual actions, events or results to differ materially from those disclosed in forward looking statements, there may be other factors that could cause actual results, performance, achievements or events not to be as anticipated, estimated or intended, and many events are beyond the reasonable control of the Company. Accordingly, readers are cautioned not to place undue reliance on forward looking statements. Forward looking statements in this document speak only at the date of issue. Subject to any continuing obligations under applicable law or any relevant stock exchange listing rules, in providing this information the Company does not undertake any obligation to publicly update or revise any of the forward looking statements or to advise of any change in events, conditions or circumstances on which any such statement is based.

<sup>(2)</sup> Newcrest sold its 50 per cent interest in the Hidden Valley mine, as announced on 19 September 2016 and 27 October 2016.

# REPORT DEVELOPMENT

Each year, determining our most material issues for reporting in our Sustainability Report is crucial to ensure we discuss the topics that are of most interest to our stakeholders whilst having the most significant impact on our business.

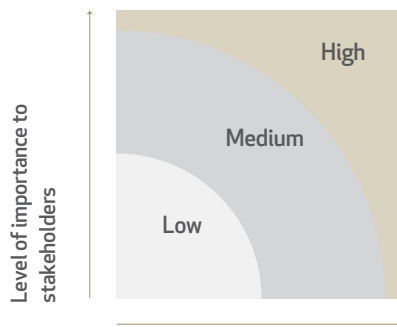
## MATERIALITY ASSESSMENT

We conduct our materiality assessments in line with AccountAbility's Five Part Materiality Test. This test seeks to identify and prioritise sustainability-related aspects that are relevant to direct short-term financial impacts, policy-related performance, business peer-based norms, stakeholder behaviour and concerns, and societal norms.

This year, we drew on the issues resulting from last year's independent "deep dive" materiality assessment, which considered information from various sources in-depth. Some of these sources included internal documents and reports, media research, peers, industry and NGO reports, and internal and external stakeholder interviews. These interviews covered discussions with industry body representatives, non-government organisations, analysts, government representatives, suppliers and shareholders.

An internal validation workshop was held to review the issues presented in our 2016 report and review the findings of a desktop review, which sought to identify existing and emerging issues from similar sources to the preceding year, including internal (e.g. bulletins, newsletters, policies) and external sources (e.g. peer reports, external media searches). The topics identified from the review were compared to those issues and ratings identified in 2016, with existing and emerging issues discussed and validated. The final list of issues of "highest" and "medium"

FIGURE 1: NEWCREST FY2017 SUSTAINABILITY ASPECTS



importance are listed in Table 5 at page 31, demonstrating our commitment to discuss and report on emerging issues of highest importance to our stakeholders and Newcrest.

In line with the GRI G4 guidance, we mapped the boundaries of these aspects with highest importance against all Newcrest's sites, including operations, projects and exploration sites, and identified the impact boundaries in relation to Newcrest's key stakeholders across its value chain (see Table 4). This informs the scope and content of the narrative in this report and, in combination with developing clear definitions for each material aspect, helps ensure that the report is focused upon, and responding to, what is of most interest and concern to our key stakeholders.

TABLE 4: IDENTIFICATION OF STAKEHOLDER GROUPS IMPACTED ACROSS NEWCREST'S VALUE CHAIN





VALUE CHAIN STAGE	LOCATION	STAKEHOLDER GROUPS IMPACTED
Exploration	Australia, Papua New Guinea, Indonesia, New Zealand, Côte d'Ivoire, Fiji	Employees and contractors, local communities, government and regulators, industry
Project	Wafi-Golpu, Papua New Guinea; Namosi, Fiji	Shareholders, employees and contractors, local communities, suppliers, government and regulators, NGOs, education and research, media, civil society
Operation (mining, milling and concentrating)	Lihir and Hidden Valley, Papua New Guinea; Cadia and Telfer, Australia; Gosowong, Indonesia; Bonikro and Hiré, Côte d'Ivoire	Shareholders, employees and contractors, local communities, suppliers, government and regulators, NGOs, civil society, customers
Smelting (copper concentrate)	Japan, Philippines, Korea, China, India	Shareholders, suppliers, government and regulators, NGOs, civil society, customers
Refining (gold doré)	Australia, Indonesia, Switzerland	Shareholders, suppliers, government and regulators, NGOs, civil society, customers

# MATERIAL ISSUES

The issues identified from our materiality assessment measured as "highest" and "medium" importance to Newcrest and our stakeholders are the focus of this report. They are listed in Table 5. The table also identifies the sections and locations of these issues in the report.

To further describe these issues in more depth, a series of case studies are presented throughout this report. The table lists each of the case studies against its corresponding issues, noting its applicability across the four main categories of this report: Our People; Economic Performance; Social Performance; and, Environmental Stewardship.

### KEY:

- Highest Importance
- ◐ Medium Importance
-  Our People
-  Economic Performance
-  Social Performance
-  Environmental Stewardship



**TABLE 5:**  
ISSUES OF HIGHEST AND MEDIUM IMPORTANCE TO NEWCREST AND ITS STAKEHOLDERS IN FY2017, AND LIST OF CASE STUDIES.

MATERIAL ISSUE	CASE STUDY	PAGE	
● <b>Conducting Business Ethically and Transparently</b>		18	
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● <b>Ensuring Employee and Contractor Health and Safety</b>		33	
	Cadia Seismic Event	36	
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● <b>Managing Our People and their Capabilities</b>		44	
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	Connecting Employees to their Development	47	
○ <b>Workforce Diversity and Equal Opportunity</b>		48	
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	Edge Thinking Results in Sublime Lime Deal for Lihir	54	
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○ <b>Adapting to Geopolitical and Legislative Changes</b>		60	
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	Telfer and the Martu People: The ILUA and Beyond	62	
● <b>Local Community Development and Investment</b>		64	
	Social Investment and Capacity Building Supports our National Approach in PNG	66	
	Cadia Local Community Program Wins Excellence Award	67	
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● <b>Closure Planning (including Land Management and Rehabilitation)</b>		76	
	Dalgaranga Rehabilitation Project	76	
	Hundreds of Hectares of Land to be Rehabilitated	78	
	Making the Most of Progressive Rehabilitation at Telfer	79	
● <b>Water Management</b>		80	
	Environmental Monitoring Improvements at Lihir	80	
	Probabilistic Water Balance Models Improve Planning, Analysis and Performance	81	
● <b>Waste and Tailings Management</b>		82	
	State-of-the-Art Marine Monitoring	83	
● <b>Energy and Climate Change</b>		84	
	Energy: Every Little Bit Counts	85	



# Our People

At Newcrest, we value our people. We remain clearly focused on eliminating fatalities and life-changing injuries from our business. We also strive to build a sense of purpose and achievement among our people through encouraging the development of talented and motivated employees while becoming a more inclusive and diverse workforce.



# ENSURING EMPLOYEE AND CONTRACTOR HEALTH AND SAFETY

The health and safety of our workforce is a priority for Newcrest. Our clear focus is on eliminating fatalities and life-changing injuries from our business, while striving to make continual progress on reducing all injuries and health impacts. We believe that a strong commitment to health and safety improvement will yield benefits for our workforce and for overall business performance. We endeavour to reach zero fatalities and year-on-year improvement in TRIFR of at least 10 per cent.

Newcrest's health and safety strategy and its performance are overseen by our Board's Safety and Sustainability Committee, who meet at least four times each year. The Newcrest Health, Safety and Environment (HSE) Management System consists of HSE management system elements, technical standards, guidelines and supporting tools to monitor performance and provide assurance.

An updated version of the HSE Management System was approved by ExCo in December 2016. All sites are now working towards ensuring they meet the new streamlined requirements. A revised HSE audit and governance process was also approved in December and initial audits have been concluded at Gosowong, Lihir and Telfer.

We embed our approach through safety-focused production and pre-start meetings, hazard reporting, near miss reporting, incident reporting and investigations. Health and safety incidents are recorded in the Community, Health, Environment and Safety System (CHESS), and incident investigations are undertaken to identify and implement appropriate preventative and remediation measures.

Newcrest is cognisant of the legislative requirements on occupational health and safety in every jurisdiction in which we operate. Each of our operations is responsible for providing training on

health and safety policies and practices as part of workplace induction processes, which includes contractor employees. Many training modules are provided, such as NewSafe, JSA, first-order risk assessment training e.g. Take 5, fatigue management training, wellness training, and CCM training. In addition, the workforce is represented in formal joint management-worker health and safety committees, which help monitor and advise on occupational health and safety programs. The workforce also has representatives called Opinion Leaders, as part of the NewSafe program, who are pivotal to the implementation and monitoring of NewSafe Behaviours (agreed safety-related behaviours) at the workforce level.

## SAFETY TRANSFORMATION



Supported by the right systems and tools



## OUR SAFETY PERFORMANCE

The past twelve months have shown a noticeable improvement in our safety performance. There were no fatalities at Newcrest, the TRIFR decreased approximately 10 per cent (to the second lowest result ever recorded at Newcrest), and the number of life-changing injuries dropped significantly. The continued commitment to, and implementation of, our Safety Transformation Plan has been the catalyst for this change.

### OUR SAFETY TRANSFORMATION PLAN FOCUSES ON THREE KEY PILLARS:

- A strong safety culture;
- Critical controls for high-risk tasks; and
- Robust Process Safety management.

Our three pillars are supported by the right systems and tools that enable risk-based decision-making and empower our people to stop the job if it is not safe.

NewSafe is the driving force behind our first pillar, building a strong safety culture. NewSafe Leadership, Coaching and Behaviours work together as a cultural program to ensure that safety improvement opportunities can be shared and addressed in a positive way.

During the year, we completed initial NewSafe implementation at all our sites, with more than 80 per cent of our people now having taken part in the NewSafe Leadership program. NewSafe Leadership commenced at Lihir in August 2016 and Bonikro in March 2017, with NewSafe Coaching following at Lihir in February 2017 and Bonikro in May 2017. NewSafe Coaching also commenced at Gosowong in August 2016. Cadia and Telfer continued their well-established NewSafe programs.

The second pillar of our Safety Transformation is having critical controls for high-risk tasks. During the reporting period, we continued to roll out our formal CCM system to provide a systematic approach to verify that the most important, life-saving controls are known, in place and working.

All three levels of the CCM system checks are now available at all sites including System Verifications (SVs), Field Critical Control Checks (FCCCs) and Operator Critical Control Checks (OCCCs). Over 140 high-risk tasks that are common to most sites have been identified and the critical controls for those tasks documented, road tested in the field, entered into the CCM system and are now being used in the workplace.

Around 35 SVs and 3,500 FCCCs are planned and conducted every week. Work to ensure the verifications conducted are completed in a careful and considered manner, with the engagement of all involved in the task, is ongoing. A mobile app to undertake CCM checks has been developed and is in use at Telfer and Cadia, with deployment at Newcrest's other sites planned for FY2018.

As our first and second pillars progress in their implementation across our sites, they are increasingly complementing each other in day-to-day activities, strengthening our position on our safety journey.

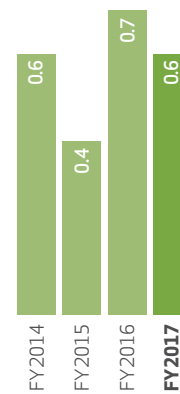
The third pillar, robust Process Safety management, aims to systematically and comprehensively manage the integrity and containment of high-energy and toxic processes to protect our people and the environment. It is based on a technical, engineering-focused approach with regular review of risks and controls at all sites and the adoption of robust engineering standards and controls across our operations.

During the year, a two-day Process Safety training program was developed specifically for Newcrest by the Institution of Chemical Engineers (IChemE), and training sessions have been conducted.

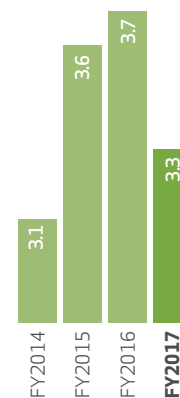
A Group-wide MOC process and supporting online tool has been developed as a component of Process Safety. MOC is a systematic approach to dealing with changes in the organisation, personnel, processes, procedures, equipment, infrastructure, products and materials that ensures risks are managed and that change occurs safely and effectively. The new online tool has been implemented at Telfer, with roll-out commenced at Cadia and Lihir, with other sites planned for FY2018.

*Continued on page 40*

**GRAPH 2:**  
NEWCREST LTIFR FY2014-FY2017  
PER MILLION HOURS WORKED



**GRAPH 3:**  
NEWCREST TRIFR FY2014-FY2017  
PER MILLION HOURS WORKED





## CASE STUDY CADIA SEISMIC EVENT

'Having no recordable injuries at either Cadia underground or Ridgeway underground during the seismic event and the remediation period that followed is a great achievement for the Cadia team and testament to the safety focus of Newcrest and our people.'

**SANDEEP BISWAS**  
CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

On 14 April 2017, a large seismic event impacted the Cadia operation.

The safety of our people was at the forefront of our minds, and immediately following this seismic event, everyone working in the Cadia East underground mine were accounted for and moved to refuge chambers or safe areas.

Over the course of the night, Newcrest's geotechnical engineers assessed the impact of the event and the safe egress points and, subsequently, all of our people were safely evacuated. Whilst the ground support performed its function by limiting the size of rockfalls and damage, underground mining at Cadia East was temporarily suspended<sup>(1)</sup> as Newcrest remediated the damage caused by the event to a standard consistent with Newcrest's emphasis on strong, sustainable operations and safety.

Shortly after the event, a Cadia Restart Project team was established to manage the strategic planning process of the restart. The project team oversaw and managed 500 existing employees involved in the underground ground support upgrade process. There was also another 120 employees from 16 contractor companies to complete the ground support upgrade requirements in and around the underground infrastructure areas.

An example of the type of behaviour that was evident at Cadia during the restart was in this Infrastructure Project team which had to address multiple complex challenges, not least including induction of approximately 70 per cent of the project's 120-strong workforce who had not worked on site at Cadia prior to the seismic event.

<sup>(1)</sup> Underground mining was temporarily suspended at Cadia East following the seismic event in line with Newcrest's emphasis on safe and sustainable operations.

The Infrastructure Project team came together and quickly developed a “way we work” blueprint, covering agreed attitudes, behaviours and actions. Every person who worked in the Infrastructure Project team was then talked through the team’s commitment to work attitudes, behaviours and actions, so they were aware of the expectations before starting work. They were also taken through NewSafe and Critical Control Management, the tools used to keep the workforce safe.

The way the Cadia team pulled together was a whole-of-mine effort. Whether it was the workers who put their hands up to be redeployed to other departments, the workers who were willing to swap crews to balance out skills or the workers who were instrumental in recommissioning and re-starting the Ridgeway Underground mine, the results of the teams applying NewSafe and CCM so effectively meant that the Cadia Underground workforce and the Ridgeway Underground workforce were able to deliver over 100 days recordable injury-free for the project.

In this type of high risk/project environment, with heightened pressure and urgency, we had miners with 15-plus years of experience saying ‘this is a great safety system – I feel safe at Cadia.’

The project received significant praise and commendation – both internally and from our contractors – for the way it was conducted, for the observed behaviours throughout, and for the smooth integration of the multi-disciplinary team.

The safety success of the project is a great achievement for the Cadia team, for which Newcrest thanks those involved, and testament to the strength of our commitment to our Safety Transformation plan and, most importantly, the safety of our people.



The restart project was a whole-of-mine effort.



The Cadia team have been commended for the success of the restart project, especially their safety performance.

### KEY SAFETY FINDINGS FROM THE EVENT

- 1 Our people were quickly moved to safe areas and evacuated.
- 2 Our people suffered no physical injuries.
- 3 Effective use of ground support limited the size of rockfalls and damage.
- 4 Site operating procedure for evacuating the mine and accounting for all people involved was successfully activated.
- 5 The Restart Project Plan was implemented successfully.
- 6 Our understanding of the mine’s response to such a seismic event has increased, resulting in procedures being enhanced and ground support upgraded where appropriate.

## CASE STUDY LEADERSHIP IS ON THE SAME SAFETY JOURNEY

Newcrest’s Executive Committee (ExCo) has travelled the same NewSafe journey as every other employee in the organisation, working their way through the three steps of NewSafe Leadership, Coaching and Behaviours. In April 2017, ExCo finalised their own set of NewSafe Behaviours.

In order to do this effectively, it was absolutely critical that they had direct and open input into what impact their behaviours were having on others, especially those behaviours that they may not have been aware of.

The ExCo accessed this information in a variety of ways. NewSafe Opinion Leaders came and spoke with ExCo in-person. Site General Managers provided ExCo with written, confidential feedback. Stories from employees across all Newcrest’s sites were provided to ExCo, detailing what safety behaviours they were witnessing that could put our people at risk, as well as what they saw that was in-place and working.

From this, ExCo reflected on what they needed to start doing, what they needed to stop doing, and what they needed to do differently.

### THE EXCO’S NEWSAFE BEHAVIOURS ARE:

- **SAFETY BEFORE PRODUCTION**  
‘We will always discuss and address safety implications and risks when discussing production and performance improvement.’
- **FIND THE COACHING OPPORTUNITY**  
‘If we identify a potential opportunity for improvement, we will offer help and coaching to address the issue – and we will acknowledge hard work and effort.’
- **THANK YOU**  
‘We will encourage and thank-you for honest feedback on our safety leadership.’

<sup>(1)</sup> Mining recommenced in Cadia East Panel Cave 2, with testing in June 2017 and production from July 2017. Mining recommenced in Cadia East Panel Cave 1 in September 2017.



The embedding of NewSafe continued at Telfer during the reporting period, with a recent survey of Telfer crews showing NewSafe having a substantial positive impact on safety-focused behavior at site.

Coaching in the Telfer Heavy Vehicle workshop: Daniel Curtis and Rory Franks.

## CASE STUDY

### EMPOWERING THE TELFER WORKFORCE TO OWN THEIR SAFETY CULTURE

An additional 1,243 people participated in NewSafe Leadership workshops at Telfer during the year, bringing the total number of Telfer employees and contractors on-site who have completed the NewSafe Leadership program to 1,947<sup>(1)</sup>.

To keep up with training needs, a one-day NewSafe Leadership workshop is scheduled weekly, with two-day workshops held as required. Every participant in NewSafe Leadership makes a personal commitment to their own safety and that of their colleagues.

NewSafe Coaching improves the safety leadership capability of site leaders, recognising the opportunity supervisors have to positively influence a strong safety culture. A structured one-on-one coaching program provides supervisors with ten individual coaching sessions designed to build skills in areas such as effective communication, hazard identification and risk management, and visible felt leadership.

Telfer had between three and six NewSafe Coaches actively coaching at any one time during the reporting period, with more than 80 supervisors receiving one-on-one coaching sessions over that time. More than 85 per cent of Telfer employees believe they see a positive difference in their supervisor, and that their supervisor demonstrates improved communication skills, as a result of NewSafe Coaching.

NewSafe Behaviours are the behaviours each team develops and adopts to address the key contributors they identify to risk-taking behavior. Each team's behaviours are unique to their work environment and team.



Telfer Open Pit Truck Driver Sue Martin, a "plus one" at a recent NewSafe Opinion Leaders meeting.

NewSafe Behaviours at Telfer were set early in 2016 by all teams, and no new behaviours were added during the year, reflecting the commitment to the behaviours for the long term. Where organisational restructures impacted a team, new sets of behaviours were agreed by the team from the original list.

The teams' nominated Opinion Leaders – selected by their own crews for their ability to lead and inspire others – work with their respective managers to develop specific "plays" to encourage and embed the NewSafe Behaviours.

For example, originating in the Underground, the "grey hat" play sees those new to site on their first swing wearing green hard hats, and the Opinion Leaders as designated mentors wearing grey hard hats. This simple play, that allows for easy identification of those who may need a hand and those who can lend a hand, has now spread across site with adoption by the Maintenance, Engineering, Ore Treatment, Open Pit and Site Support teams.

The "plus one" play sees NewSafe Opinion Leaders volunteer to bring a crew member along to the Opinion Leader meeting for a first-hand insight into the mechanics behind NewSafe. Open Pit Truck Driver Sue Martin, who attended as a "plus one" said, 'From the meeting, I saw management, safety representatives and Opinion Leaders discussing and putting into place strategies to deal with issues and safety concerns raised by operators out in the field... I will be using NewSafe to raise safety issues and feel confident that these issues will be dealt with.'

"Opinion Leader championships" are another example of a play that has been used by the Telfer crews to promote NewSafe.



Under the play, events are organised to bring crews and Opinion Leaders together socially under the NewSafe banner.

Opinion Leaders from across the site came together in February to tackle the issue of shutdown and short-term worker injuries. Using the NewSafe influencer model, the group was able to generate a list of 31 plays aimed at quickly and repeatedly influencing workers who are on site for a short duration to adopt and follow the shutdown NewSafe Behaviours.

The Train Two dust seal shutdown in April, was an opportunity to measure the impact of having these shutdown NewSafe Behaviours and plays in place. During the four-day shutdown, 140 short-term workers were on site. Work was conducted around the clock, with zero injuries and no significant potential incidents.

Building and maintaining a strong safety culture is an ongoing commitment. One of the most important behaviours that has been identified at Telfer is the power of “speaking up”, and it’s a behavior that features in every team’s behavior set. In speaking to crew and Opinion Leaders about the greatest change brought about by NewSafe, they talk of encouragement and support for people to speak up when they feel unsafe or unsure as the most significant.

87%

**OF THE TELFER WORKFORCE BELIEVE NEWSAFE HAS HAD A POSITIVE INFLUENCE ON THE WAY THEY GO ABOUT THEIR WORK**

84%

**OF THE TELFER WORKFORCE BELIEVE THEIR CREWS ARE MORE SAFETY-FOCUSED AS A RESULT OF NEWSAFE**

92%

**OF THE TELFER WORKFORCE BELIEVE THEIR SUPERVISOR AND THEIR OPINION LEADER ARE COMMITTED TO THE NEWSAFE BEHAVIOURS**

## CASE STUDY CCM AT CADIA: TEAM APPROACH STEERS SAFETY CHECK CHANGES



Acting Fleet Maintenance Superintendent Jon Fisher and Fleet Maintenance Technician Curtis Hughes review the Johnny-Stop in the heavy vehicle surface workshop.

### Like Newcrest’s other sites, CCM has been progressively rolled out at Cadia, with the first two levels of verifications – SVs and FCCCs rolled out.

When it came to the third level of checks, OCCCs Cadia’s approach was to integrate and build upon a well-established existing site-based tool, the “Johnny-Stop”.

Introduced at Cadia in 2015, the Johnny-Stop was originally conceived as a tool to aid the identification and control of major hazards by the Mobile Fleet Maintenance team. They used a whole-team approach to develop the tool, which was used as a pre-task hazard assessment. It became known as the Johnny-Stop in reference to then Fleet Maintenance Foreman, Jon Fisher, who drove the tool’s development within Fleet Maintenance in conjunction with HSE and Social Responsibility (SR) Manager Nedra Burns.



HSESR Manager Nedra Burns and Acting Fleet Maintenance Superintendent Jon Fisher facilitate a feedback session on critical controls with surface and underground personnel from Fleet Maintenance.

One of the biggest factors in the success of the Johnny-Stop was that the Fleet Maintenance team members were involved in every stage of its development, ensuring the tool was relevant and pragmatic. The work conducted by the team paved the way for valuable improvements right across site, with the format later tailored for use through similar team-driven approaches in Fixed Plant Maintenance, Surface Operations, Environment and Community Relations.

During the reporting period, OCCCs, which have a major hazard and a high-risk task component, were incorporated into the Johnny-Stop tool. The high-risk task approach to the OCCCs brings together all of the critical controls from the relevant major hazards into one succinct checklist, minimising the possibility of an operator overlooking or forgetting a control. The integration of the high-risk task approach with the existing major hazard approach resulted in a single, comprehensive risk assessment tool that captures the value of the Company-wide CCM system while utilising an existing, well-regarded tool. This avoids possible confusion from multiple check lists or pre-start tools.

A commitment to ongoing consultation with the workforce has led to continual improvement and ensured the adoption of the tool is sustainable, while supporting the Company’s practices of innovation, employee involvement and personal ownership.

## CASE STUDY MAKING PROCESS SAFETY PART OF THE WAY LIHIR OPERATES

Of all Newcrest's operations, Lihir has the largest processing plant, containing four pressure oxidation autoclaves, four oxygen plants, and extensive chemical and explosives storage areas, making it an important focus area for the Company's Process Safety program. During the reporting period, piping and instrumentation diagram (P&ID) updates to ensure accuracy were completed for the Lihir process plant and all four oxygen plants, with updates continuing at the power plants, which are now around 30 per cent complete. A chemical safety audit was also conducted during June.

A review and update of Hazard and Operability Reviews (HAZOPs) commenced in December 2016 on the ore treatment plant and, in February 2017, on the Power and Utilities areas. The HAZOPs are conducted on site for 10 days each month, with five days focused on the Process Plant and five days on Power and Utilities. Each P&ID is divided into "nodes", representing a particular function of the plant or area, with the HAZOP team examining each node individually. In conducting a HAZOP, team members from operations, maintenance (mechanical and electrical/instrumentation), health and safety, and process engineering, form a broad expert group facilitated by an external consultant. After the HAZOP, reports are generated and potentially major incidents extracted, a "layer of protection analysis" (LOPA) is conducted to ensure that the layers of protection are sufficient to meet a tolerable risk target. The HAZOP work commenced during the reporting period will continue at Lihir until June 2018, with additional risk assessments (such as a geothermal hazard identification study in August) also planned.

A two-day Process Safety Awareness training program, developed specifically for Newcrest by the Institution of Chemical Engineers (IChemE), has been conducted at Lihir to help increase awareness and understanding. During FY2017 at Lihir, over 110 engineers, supervisors and above have participated in this training over the course of nine two-day training workshops.

## ENSURING EMPLOYEE AND CONTRACTOR HEALTH AND SAFETY (CONTINUED)

### RISK MANAGEMENT

Consistent with the Newcrest Risk Management Policy, our Material Risk program operates Company-wide and involves engagement by Group with key operational and functional personnel, as well as risk owners, control owners and subject matter experts. The risk assessment methodology for the Material Risk program requires identification of material impacts across a range of impact types including health and safety, environmental, social, and economic. Our senior management and Board committee structures ensure that active overview and involvement on risk management is maintained at a high level within the Company. Material Risk information is presented and discussed with ExCo, the Audit and Risk Committee, and the Safety and Sustainability Committee.

The Material Risk program was updated in 2016 following an internal review and benchmarking against our peers. One of the key improvements was the development of a new Material Risk severity table, which incorporates two higher levels of impact (Level 5 and 6 impacts) to enable greater prioritisation of business risks. Other improvements include improved site ownership, better definition of Material Risks at an event level, improved assurance of control effectiveness, and more regular reporting of progress.

The updated Material Risk program has been rolled-out at all sites and for key Group functions. In FY2017, multi-discipline teams including corporate personnel from Risk, Social Performance, Asset Management, and Mining worked with equivalent teams at all sites to conduct assessments of Material Risks and verifications of control effectiveness for the top risks at each site. During FY2018, that work will continue to roll-out across the Group, including corporate and Group Functions, to further embed the right systems and tools for risk management.

On a day-to-day basis for our employees and contractors, we provide a range of education, training, counselling and risk control programs regarding workplace hazards, occupational health and lifestyle diseases. For example, employees who travel to malaria-endemic areas are provided with specialist medical advice and mitigation measures to minimise risks of exposure. We provide additional education and counselling programs on important health and safety topics, such as mental health, heat stress, immunisation, malaria prevalence, tuberculosis and HIV/AIDS.

### EMERGENCY RESPONSE

Emergency Management and Crisis Management Plans have been developed for our sites and at the corporate level. These plans align with identified relevant major hazards and material risks (including natural disasters) associated with our activities, and have been developed to manage potential emergencies and crises.

On-site Emergency Response Teams (ERT) comprise permanent team members, undergo regular specialist training, are provided with Emergency Response equipment and conduct routine emergency scenario exercises in the workplace.

Corporate-led Crisis Management Teams (CMT) undergo training and conduct routine desktop exercises to ensure effective Crisis Management over time. Crisis/Emergency Management computer-based technology is being rolled-out across Newcrest, making use of an established service provider. Initial training and simulation has been run at the Corporate office and the Gosowong site, and full roll-out is planned for FY2018.

### RETURN TO WORK

Following illness or injury, Return to Work programs are developed on an individual basis in consultation with medical practitioners for each employee. Sites have injury management and return to work procedures that provide a clear process for the management of work-related injuries that arise on-site, including emergency response, medical aid, and rehabilitation plans.

*Continued on page 42*



## CASE STUDY

### IMPROVED EMERGENCY MANAGEMENT RESPONSE AT GOSOWONG

Following the ground fall event at Gosowong in February 2016, with the subsequent successful rescue of Pak Mursalim Sahman after eight days trapped underground, the site conducted a post-event review and debrief process.

The successful rescue involved many Newcrest people from across the Company. This diverse group of people, with experience in emergency response from different countries, provided a great opportunity to identify areas for improvement in all aspects of Emergency Response at Gosowong.

As a result of the post event review, the Gosowong ERT undertook a program to improve their response capability including extensive training and skill improvement and maintenance sessions, equipment updates and reviews. The internal training was also supplemented by participation in an Indonesian Government standard training courses for aviation, airport and general firefighting.

The ERT station has been moved into the Kencana mine complex improving interaction with other departments. To help support the improved training, a new ERT training area was built next to the new ERT station. The training area is used for realistic and safe skill maintenance and training activities. Equipment upgrades included a new airport fire truck and minor additional equipment, including water and mud rescue equipment and vertical rescue devices.

As a result of improvements made following the incident, the structure of the full time ERT has also been modified. Additional teams are now on duty during the daytime when more people are on site and the risks are greater, with the port, airport and helipad in operation.

To support this modified structure, the site has set up two volunteer schemes, one for underground and one for surface incidents. The volunteers come from a wide cross-section of employees and contractors who are trained and certified before being deployed. This has helped further develop the understanding of the ERT across other areas of the operation

To complement the training received, the new training ground and upgraded equipment, the complete set of Standard Operating Procedures are being updated in both English and Bahasa Indonesian.

The new Crisis and Emergency Management System (CEMS), which is being introduced across all Newcrest's sites, has been built into the Gosowong ERT response, and training on the system was conducted at site during the reporting period. The CEMS allows the CMT and the site Emergency Management Team to record all developments of a crisis or an emergency in real-time. Benefits include time-savings, one constant up-to-date source of the truth, and a permanent ongoing record of events as they unfold.



Gosowong ERT members undertook extensive training and skill sessions during the reporting period.



# ENSURING EMPLOYEE AND CONTRACTOR HEALTH AND SAFETY (CONTINUED)

## OCCUPATIONAL HEALTH AND HYGIENE

Programs with a focus on workforce health continued across all sites during the period. These aim to monitor and control potential occupational exposures (such as diesel particulate matter or “DPM”) and Fitness For Work and wellness programs (such as fatigue management, mental health, and health and wellbeing).

Further occupational hygiene exposure assessments were completed at Cadia, Lihir, Gosowong and Telfer, with exposure reduction and maintenance routines in place at Cadia and Telfer. Bonikro is 50 per cent complete, with work to continue in FY2018.

The updating of exposure profiles based on assessment data enables the focus to shift to exposure control. This information then informs and influences the design of occupational health surveillance and medical assessment programs.

During the reporting period, Newcrest also rolled-out its new health and hygiene monitoring database, Medgate. The software will enable efficient management of occupational hygiene data, providing Newcrest with the ability to consolidate results, identify trends across our sites and be more effective in our reporting and communication of results across the business.

Fatigue assessments have been conducted across all sites with the support of an external fatigue specialist. This has enabled a better understanding of fatigue risk and the common challenges that exist in the management of workforce fatigue on sites. Based on this data, recommendations have been provided to sites and action plans are in development. A fatigue standard has been drafted to identify key fatigue risks based on the outcomes from the fatigue reviews. Information from the fatigue reviews has influenced the development of an online assessment tool, which provides a consolidated approach to assessing fatigue across the business with the functionality for reporting and future development of an app-based tool.

In consultation with all sites, a Group wellbeing strategy has been developed to provide guidance in the development of site-specific programs that target specific cultural needs.

## OUR SAFETY AND HEALTH FOCUS

Our three-year strategy for health and safety focuses on:

### ZERO FATALITIES

- All risks that may cause a fatality or life-changing injury or illness are identified and controlled

### SUSTAINED INCIDENT REDUCTION

- Year-on-year improvement in TRIFR with reduced severity
- Effective incident investigation and prevention
- Employees “medically fit for role” program implemented

### OCCUPATIONAL EXPOSURES ARE CONTROLLED

- Occupational health and hygiene exposures and risks are defined and effectively controlled
- Fatigue risks managed
- Wellness program embedded

### SUSTAINED COMPLIANCE

- Legal compliance tracked and reported
- Simple, concise HSE Standards and processes embedded
- Robust monitoring programs including data analysis and reporting

### MATERIAL RISKS CONTROLLED

- Effective Risk Management including application and verification of controls

By continuing to focus on the safety of our people through embedding our Safety Transformation plan into our business, we believe that our vision of eliminating fatalities and life-changing injuries from our business is achievable.

## OUR SAFETY & HEALTH FOCUS

Our three-year strategy for health and safety focuses on:

-  Zero fatalities
-  Sustained incident reduction
-  Occupational exposures are controlled
-  Sustained compliance
-  Material risks controlled

**WE BELIEVE THAT OUR VISION OF ELIMINATING FATALITIES AND LIFE-CHANGING INJURIES FROM OUR BUSINESS IS ACHIEVABLE.**

## CASE STUDY

### HEALTHY LIVING AT LIHIR

Lihir's Healthy Living program was launched at site in October 2016 and is reaping benefits for the thousands of employees who have signed up, with healthier food, better hydration, increased exercise and a focus on quality sleep the recipe for success.

The Healthy Living program is an important positive step at addressing lifestyle diseases that impact the PNG and ex-patriate communities, such as diabetes, high cholesterol levels, cardiac arrest, gout and HIV/AIDS. Current statistics show 17 per cent of Papua New Guineans will develop diabetes in their lifetime, while 80 per cent of early heart disease, stroke, and type 2 diabetes cases in PNG are preventable by improving lifestyle choices. Life expectancy in PNG is 63 years, compared to 82 years in Australia.

Supporting Newcrest's safety vision for everyone to go home safe and healthy every day, the Healthy Living program is designed to help Lihir's workforce take charge of their personal health, with more than 3,400 of the workforce already receiving a personal health consultation.

Under the program, employees are invited to sign up for a personal improvement program to improve their lifestyle. An initial consultation establishes current health status, the results of which help health coaches design individual improvement programs with tailored physical exercises and dietary requirements. As a component of the program, the camp gymnasium has been upgraded with state-of-the-art equipment supplied for employees to use in their individual fitness programs under the expert guidance of a physiologist.

The program was launched in October 2016 by three well-known sporting personalities who visited Lihir and talked with employees about the importance of living a healthy lifestyle both on and off-site. The group also visited the local Putput community where many children and young people participated in coaching clinics with the sporting legends.

In the eight months since the program started, there have been impressive qualitative health results including:

- **26 per cent reduction** in the number of participants with Stage 1 hypertension
- **29 per cent reduction** in the number of participants with Stage 2 hypertension
- **13 per cent reduction** in number of participants with high risk cholesterol
- **14 per cent reduction** in number of participants with very high risk cholesterol
- **16 per cent reduction** in number of participants with BMI greater than 40 at initial consultation

Appointment of an on-site physiologist and two counsellors complements the program, respectively tackling pro-active injury prevention and mental health.

The Health Living program is in partnership with Newcrest's *Trupla Man Trupla Meri* program, which promotes healthy, safe and respectful attitudes and behaviours at home and in the workplace.



Former Brisbane Lions star Alistair Lynch with Newcrest employees Marie Taru and Susan James at the launch of Healthy Living.



The Lihir camp gymnasium contains state-of-the-art equipment for employees to use in their individual fitness programs.

# MANAGING OUR PEOPLE AND THEIR CAPABILITIES

Our belief is that a high-performance culture will enable us to achieve top results in safety, operational discipline, cash, and profitable growth.

In our pursuit of this culture, Newcrest has been replacing multiple, disparate Learning Management Systems (LMS) at sites with a consistent tool from Success Factors that we call “My Learning”. This new platform has been implemented at our Cadia site and, as at end FY2017, was almost fully-implemented at our Telfer site and Corporate offices (refer to “Training and Education” on page 47 for more detail).

Newcrest recognises that top leadership teams have a significant impact on an organisation’s performance. We have completed deep assessments with ExCo and each site’s leadership team on how well they work together. Findings from these assessments provided the basis for extensive workshops with the top teams, identifying how they can improve in the areas of team purpose, alignment on messaging, interacting with each other, and developing the team.

To help leaders understand their performance and assess the performance of their team members, our Group-wide performance management systems are designed to support the consistent and transparent assessment of people across the Company. Our systems drive a performance-focused culture by making clear linkages between performance and reward, and enable employees to articulate their development needs and career aspirations. We offer our employees a comprehensive reward package – the principles of which are consistent across the Group. These principles are designed to be competitive, in compliance with all applicable laws and regulations, and to appropriately balance fixed pay with variable pay linked to performance.

## ATTRACTION AND RETENTION

We invest significant effort in how we attract, develop and retain the right people. Our focus is on ensuring our people have leadership capability and deep functional expertise, whilst being aligned to our vision and values.

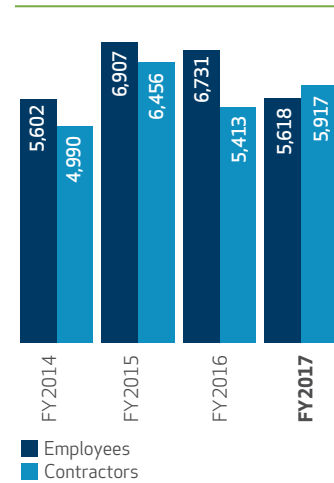
To meet our current and future talent requirements, and to ensure we honour our commitment to the communities that we operate in, we undertake talent acquisition activities at the local, national and international level that are supported by our broader business strategy. We prioritise our internal talent for vacancies and supplement with external recruitment, in the local labour market in the first instance, where we seek to attract and hire from a diverse pool of candidates.

Hiring decisions are merit-based and supported by our responsibility to have a workforce that best represents the communities in which we operate. We are committed to achieving our Diversity and Inclusion targets and in FY2017, we achieved this through targeted Indigenous recruitment in Australia and National recruitment efforts in our international sites.

In FY2017, we hired 692 people globally. Our focus on national appointments in the international sites resulted in 87 per cent of national hires, an increase of 13 per cent from FY2016. Indigenous appointments in Australia increased three-fold in comparison to last financial year. Our efforts to improve Newcrest gender targets have seen an increase in female appointments globally in FY2017.

*Continued on page 46*

**GRAPH 4: TOTAL NUMBER OF EMPLOYEES AND CONTRACTORS FY2014–FY2017 (#)**



 **CASE STUDY**  
**SUPPORTING PARENTS AT NEWCREST**

Newcrest's Diversity and Inclusion strategy gives priority to reviewing our existing offering for employees with parental care responsibilities, and to looking for improvements that provide a broad range of programs to proactively support parents in the workforce.

In recognition of the importance of parents feeling engaged and supported during the transition to and from parental leave, Newcrest has Parents Networks at both our Cadia mine and our Melbourne office. The networks were created to provide an opportunity for new and expectant parents to connect with each other and the business. The network ensures employees have an avenue to keep in touch with the Company while they are on leave, and to share their experiences with other Newcrest parents. The Cadia Parents Network commenced in June 2016 and the Melbourne Office Parents Network commenced in November 2016.

Last year, we also opened parent's room in both Melbourne and Cadia. These rooms offer a comfortable chair and accessibility to a fridge and hot and cold water, providing a private space for parents to express<sup>(1)</sup>, breastfeed and/or change their child.

Cadia continues with their childcare "buddy" arrangements where employees who work a "7 days on, 7 days off" roster can share a childcare place with someone on the opposite roster, halving the cost of childcare for the families involved.

At our other sites, our Employee Assistance Program provider introduced a partnership with Win Win Parenting and has held two webinars during the reporting period. The topics covered to-date include 'Personal Best Parenting' and 'Bully-proofing your child'. This service is available at all Newcrest's sites and offices.

In the future, we are targeting areas including development opportunities, mentoring and flexible work arrangements to help us achieve our Diversity and Inclusion strategy where everyone feels safe, valued and supported to perform at their best.



Senior Specialist Diversity and Inclusion Melanie Waanders and Senior Specialist – Capability & Culture Adrianna Quinn both benefit from the introduction of the Parents Network and dedicated parent's room.

**THE CADIA PARENTS NETWORK COMMENCED IN**

**JUNE 2016**

**MELBOURNE OFFICE PARENTS NETWORK COMMENCED IN**

**NOVEMBER 2016**

<sup>(1)</sup> The parent's room in Cadia is for expressing only, as children are not permitted on-site.

# MANAGING OUR PEOPLE AND THEIR CAPABILITIES (CONTINUED)

## ENSURING WE HAVE THE RIGHT PEOPLE IN THE RIGHT ROLES

In FY2016, to ensure targeted recruitment and development efforts in the most strategically significant areas, we identified critical roles across the business. Each quarter, we re-assessed the incumbent of each role, to validate that we had top talent in roles critical to the operation of our business. Subsequently, in FY2017 there has been further effort towards the identification, development and succession planning for high-potential talent across the business through a dedicated Talent Management cycle.

We are committed to accelerating the development of our high-potential talent by offering suitable career development, critical career experiences and opportunities. We aspire to support and accelerate our talent progression and sustain their desired career journey at Newcrest. To foster our talent development strategy, we have implemented a number of development initiatives including ExCo career conversations and a mentoring program, and we are moving to psychometric assessment for identified "high potentials".

In response to the 2016 Organisational Health results, our approach to recruitment has shifted to a focus on internal appointments. We view appointment into critical and leadership level roles as development opportunities for our high-potential internal talent. In 2016, we implemented dashboard reporting to measure efficiency and service levels so that we can continue to improve outcomes for quality, time to fill, and cost. In FY2017, we reduced our time to fill by seven business days. We are further refining our processes and reviewing our supplier arrangements to ensure we are continually striving for improved quality, time and cost outcomes.

## PERFORMANCE AND A HEALTHY CULTURAL CLIMATE

We recognise that our organisational culture is critical for performance and sustainable outcomes.

### WE REFER TO ORGANISATIONAL HEALTH AS AN INDICATOR OF TWO KEY ASPECTS OF DELIVERY:

- Continued high performance; and
- The sustainability of high performance results.

We aim to improve our organisational health by embedding inspirational leadership, having a shared vision and improving employee involvement. This is measured by an annual Organisational Health Survey.

### OUR KEY FOCUS FOR THE LAST YEAR HAS BEEN TO:

- Unlock people potential through skills and knowledge development and strengthening personal ownership;
- Engage and inspire employees through meaningful vision, leadership and transparent communication; and
- Continuous improvement through innovation and operational discipline.

Newcrest continues to achieve organisational health improvements with an increase on our organisational health for the third year in the row. Overall, health increased by two points, with the current score of 69 remaining in the second quartile compared to other benchmarked organisations. With improvements across the board, Newcrest currently has no practices that are considered to be in the bottom quartile.

Across sites, Gosowong and Bonikro reached top quartile health, with notable increases in the number of people who feel Newcrest is improving. 46 per cent of the organisation feel that things are better than they were last year and this group also holds a more positive perspective on Newcrest's health condition. These results have been achieved due to the continued focus on organisational health.

Innovation is emerging as Newcrest's source of distinction, with the outcome and all associated practices scoring top quartile. There is continued emphasis on innovation and risk management practices across all employee groups. Bottom-up innovation is considered a clear strength, even by those who feel Newcrest is the same as last year.

However, Newcrest is still not the top class Execution Edge company we want it to be and there is opportunity for improvement. We need to:

### UNLOCK PEOPLE POTENTIAL

- Newcrest continues to place more emphasis on developing internal talent to eliminate the need to bring external resources.

### ENGAGE AND INSPIRE EMPLOYEES MORE

- There is a continued need to increase transparency in communication. Employees who feel things are better at Newcrest, place more emphasis on management practices related to engaging employees.

### ADDRESS DIFFERENCES BETWEEN SITES

- There is still variation across sites. We can learn from best practice areas in some sites and bring their learnings across to the lower scoring sites.

For FY2018, one aim is to unlock the potential of our people through skill and knowledge development and strengthening personal ownership. The focus will be to continue to embed our key practices of Personal Ownership and Talent Development with an expanded focus on career opportunities and performance contracts.

Our Culture and Climate has been identified as a key differentiating factor to achieving top quartile health. We will also aim to engage and inspire employees through meaningful vision and transparent communication. To assist this improvement, we continue our focus on Shared Vision, Employee Involvement and Inspirational Leadership, expanding the focus to create a more open and trusting culture.



### TRAINING AND EDUCATION

The learning, training and development needs of Newcrest's employees and contractors went digital during the reporting period, with the roll-out of a new online LMS, called "My Learning", in Australia. My Learning consolidates all learning activities across the business into one system, increasing our ability to ensure we have a regulatory-compliant and competent workforce who are given the training and development opportunities they need. In other parts of the business where My Learning is not activated, we use site-based systems to manage training requirements. Inductions and training are provided at each Newcrest site to inform employees and contractors of their requirements and responsibilities. Where required, further training is provided to support capabilities in relation to HSE management aspects that support sustainable development.

Training programs cover a broad range of areas, including safety, health and environment, technical skills, leadership skills, business skills and professional development. This includes external and internal programs.

Newcrest has a range of operator training programs available for employees across all sites, which cover a number of technical areas. These include mobile and fixed plant, safety and compliance. A significant amount of training has been delivered around leadership development. NewSafe training has been a major focus, targeting all levels and aiming to change our safety culture and our responsibilities towards safety ownership and leadership.

A personal assignment profile is developed for each employee and contractor in My Learning, and consultation with their direct manager is part of the annual performance planning and review process. Interim and annual performance reviews are a requirement of Newcrest's career development and work performance systems. These reviews provide an important opportunity for staff to set personal development targets, including training and development needs for the year ahead.



## CASE STUDY CONNECTING EMPLOYEES TO THEIR DEVELOPMENT

My Learning is a centralised online learning management system and source for education and training. It revolutionises the way employees access training online and allows individuals to track their learning and development needs.

In conjunction with their manager and Human Resources, individuals develop an annual "Learning Plan" dependent on job requirements and objectives, to ensure they receive the necessary training to meet compliance and development goals.

My Learning delivers greater access to local and global learning solutions and content libraries, improving the way we plan and track course attendance to measure effectiveness and providing a greater insight into learners' experiences.

From a business perspective, it allows Newcrest to improve compliance certification, streamline training records and reduce costs associated with multiple systems, storage and administration of tracking training.

My Learning consolidates all learning activities across the business into one system, increasing our ability to ensure we have a regulatory-compliant and competent workforce who are given the training and development opportunities they need.

# WORKFORCE DIVERSITY AND EQUAL OPPORTUNITY

At Newcrest, we are building a diverse and inclusive workplace where each of us contributes to our vision to be the Miner of Choice.

**O**ur initial focus is on gender diversity and diversity in the local context of the sites and communities in which we operate. Diversity, in the local context, involves developing locals in our host communities to ensure they have the capabilities and experience to lead our operations.

We know that having a diverse and inclusive work environment goes beyond just gender and local representation – it is about having a culture where differences in gender, ethnicity, religion, language, local customs, age, sexual preferences and physical abilities are respected and valued. It also includes differences in background and life experience, communication styles, interpersonal skills, education, functional expertise and problem-solving styles. We recognise that these differences help us find better ways to: solve problems; attract and retain the best people; explore, develop and produce more gold safely and profitably; and help make Newcrest a better place to work.

Newcrest's Diversity and Inclusion Policy outlines the ways we aim to support a diverse and inclusive workplace, including embracing diversity in recruitment and promotion activities, leadership development programs that create inclusive leaders and improve the diversity pipeline, and flexible work practices. It also ensures we are compliant with legislation and support diversity in local communities through preferential employment opportunities and the use of local suppliers, where possible, to build business capabilities and stimulate local and regional economies.

## NEWCREST'S DIVERSITY AND INCLUSION FRAMEWORK IS SUPPORTED THROUGH:

### HUMAN RESOURCES AND REMUNERATION BOARD COMMITTEE

- The committee actively leads Newcrest's diversity and inclusion agenda, in particular by reviewing measurable objectives for achieving diversity and inclusion and monitoring the Company's progress towards achieving them.

### EXCO

- Exco discusses diversity and inclusion on a monthly basis, and provides guidance and input regarding the implementation of Newcrest's Diversity and Inclusion framework.

### DIVERSITY AND INCLUSION POLICY

- The policy outlines how Newcrest seeks to create a diverse workforce and actively promotes a culture that values difference. The Policy is published on the Newcrest website at [www.newcrest.com.au/about-us/company-policies](http://www.newcrest.com.au/about-us/company-policies), and can be accessed by all employees via the internal portal. The Policy is also displayed at all sites. Newcrest's standards and procedures are reviewed and updated annually.

### FLEXIBLE WORK PRACTICES STANDARD

- The standard enables employees to adopt flexible work practices to support a range of professional and personal circumstances.

### WORKPLACE BEHAVIOUR STANDARD

- Newcrest's Workplace Behaviour Standard promotes a workplace that is inclusive and free from discrimination, harassment, bullying and victimisation. Ensuring employees understand what is appropriate workplace behaviour, and encouraging them to speak up if they see inappropriate behaviour, supports Newcrest in building a positive and productive workplace environment.

Newcrest remains committed to significantly improving the representation of women within its workforce. Across Newcrest, as at 30 June 2017, females comprised 12.1<sup>(1)</sup> per cent of all employees, an increase from 11.6 per cent in 2016.

The following two measures were set in 2015 for the period ending 31 December 2017:

### INCREASE THE REPRESENTATION OF WOMEN IN MANAGEMENT LEVELS 2 - 4 TO AT LEAST 18 PER CENT BY 31 DECEMBER 2017.

- We have made significant progress on this measure. As of 30 June 2017, women represent 18.3 per cent of Australian management positions at Levels 2 – 4. We will continue our momentum beyond the December 2017 target through attraction and retention initiatives.

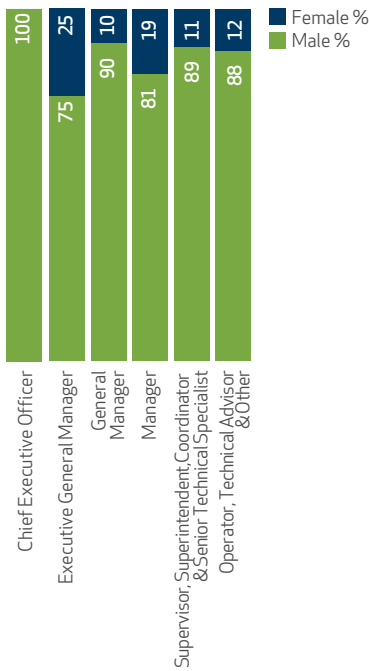
### A MINIMUM OF 50 PER CENT OF WOMEN IN LEVEL 3 AND 4 ROLES TO HAVE COMPLETED, OR BE PARTICIPATING IN, A LEADERSHIP DEVELOPMENT PROGRAM AS AT 31 DECEMBER 2017.

- As of 30 June 2017, 26.3 per cent of the 38 women in Level 3 and 4 roles have completed, or are participating in, one of the three aspects of a leadership development program (which, for the purpose of this measure, we have defined as formal leadership development training, mentoring/coaching or leadership role/stretch assignment). Efforts will be focused on prioritising the remainder of this population for other development initiatives, including the internal leadership capability development program to be launched in November 2017.

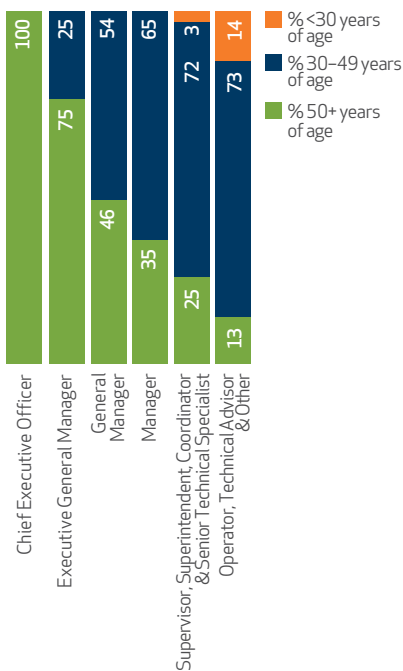
These measures are intended to deliver a larger pool of women from which Newcrest can identify and develop future leaders. Newcrest will continue to identify innovative ways to attract, develop and progress women within the business, while simultaneously building the capability of people leaders to inclusively lead and leverage the benefits of diverse teams. Given our positive progress in Australia, we will share our learnings across our other sites to enhance improvements globally over the next 12 months.

<sup>(1)</sup> Excludes employees on leave without pay and casuals.

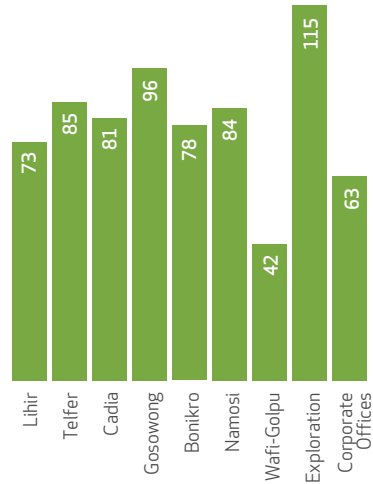
**GRAPH 5: EMPLOYMENT RATIO BY GENDER BY EMPLOYMENT LEVEL FY2017 (%)**



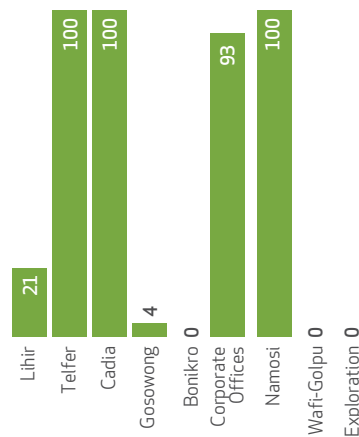
**GRAPH 7: EMPLOYMENT RATIO BY AGE GROUP BY EMPLOYMENT LEVEL FY2017 (%)**



**GRAPH 6: RATIO OF BASIC SALARY OF MEN TO BASIC SALARY OF WOMEN BY SITE FY2017 (%)**



**GRAPH 8: PROPORTION OF SENIOR MANAGEMENT FROM LOCAL COMMUNITY BY SITE FY2017 (%)**



## CASE STUDY PRIDE IN OUR GENDER DIVERSITY CHAMPIONS

Newcrest is proud that two of our employees were recognised for championing gender diversity by the industry.



Principal Mine Projects Engineer Gabriela Love (centre left) and General Counsel and Company Secretary Francesca Lee (centre right) have both been recognised for their roles in championing gender diversity in the resources industry.

Principal Mine Projects Engineer Gabriela Love received the Gender Diversity Champion Award at the inaugural MCA, Victorian Women in Resources Awards held in June.

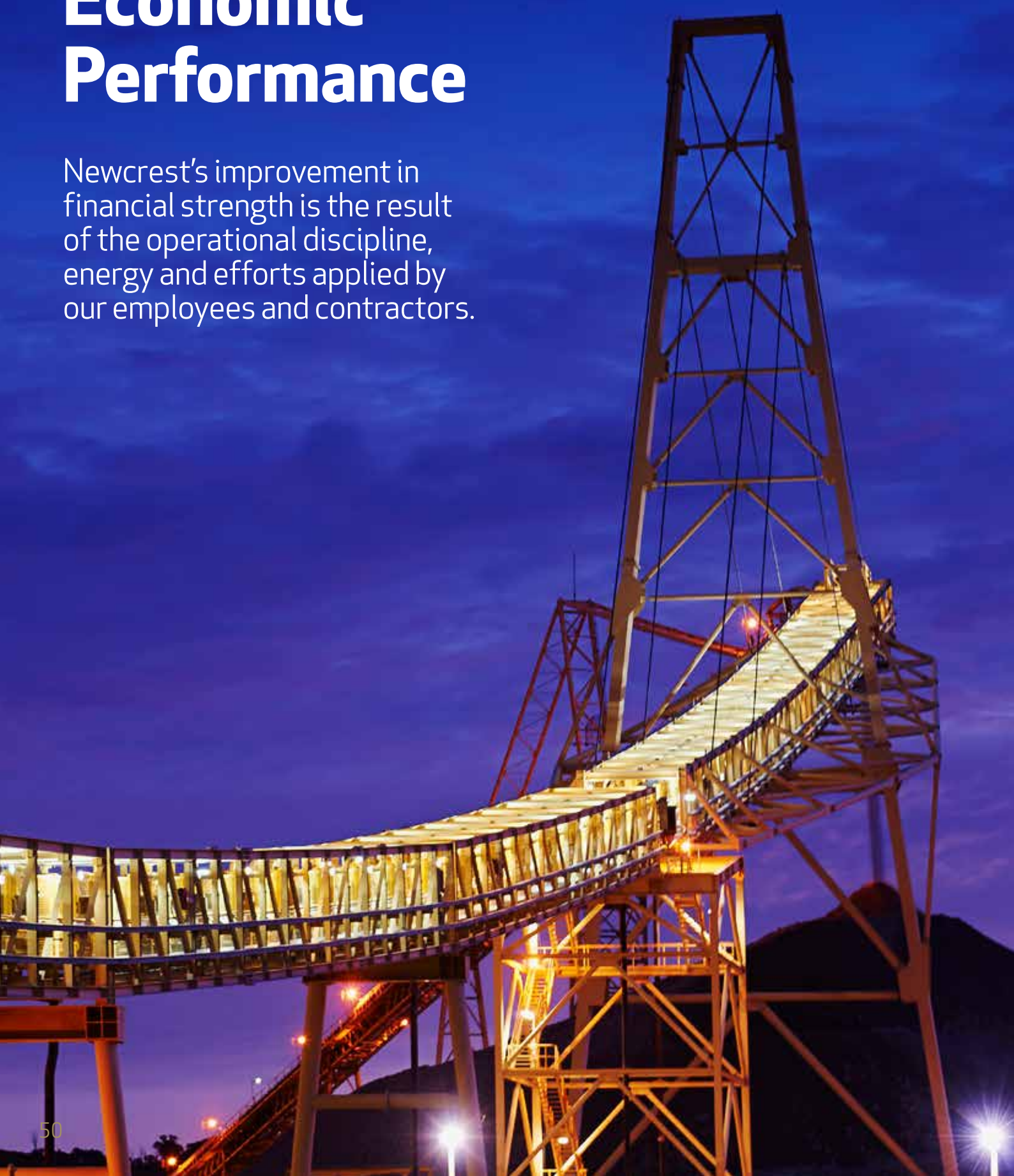
Newcrest was well-represented at the Awards with Gabriela and General Counsel and Company Secretary Francesca Lee also both shortlisted for the Exceptional Woman in Resources Award.

Gabriela went on to represent Victoria at the 2017 Women in Resources National Awards in Tasmania, receiving the runner-up Gender Diversity Champion Award.



# Economic Performance

Newcrest's improvement in financial strength is the result of the operational discipline, energy and efforts applied by our employees and contractors.



# PRODUCTIVITY, FINANCIAL SUSTAINABILITY AND GROWTH

Newcrest's rigorous business transformation program, Edge, has been underway for more than three years. Our focus continues to be on improvements in safety, operational performance and culture whilst embedding the Edge mindset and systems into the culture of the Company on a long-term basis.

**E**dge is based on bottom-up innovation, empowering our people to identify and deliver improvements across the business. Improvement ideas are generated through a mix of formal and organic idea generation sessions. The majority of Edge improvement projects are site-led and owned, with light support from the central transformation office.

During the reporting period, Edge maturity continued to grow, with hundreds of operational improvements and value generation initiatives completed through to implementation.

A top-down opportunity review was conducted during the first six months of the reporting period, which was then converted to an initiative pipeline by engaging subject matter experts across all sites to generate improvement ideas. Throughout the year, the initiative pipeline was compared to the top-down opportunity target and teams were challenged to close the gap to achieve full potential.

A continual focus on understanding the critical path of implementation was maintained, and the project process challenged teams to implement safely and quickly, leading to financial improvements in a minimal timeframe.

The focus of Edge remained on safe cash generation through cost control, productivity improvements and utilisation of our assets and ore bodies.

During the reporting period, Digital Transformation also gained significant momentum. Numerous data science initiatives generated value within the Edge pipeline to improve performance in areas such as gold recovery and processing plant throughput, through analysing big data, determining insights and then developing and implementing clever solutions.

Through our partnership with Unearthed, Newcrest is acknowledged as being one of the leaders of hackathon events within the mining industry, promoting entrepreneurial talent within Australia. Newcrest has sponsored five hackathon events to-date.

Another area of focus for Edge, identified as a component of the opportunity review, is the improvement of Management Operating Systems (MOS) at all Newcrest's sites. MOS is the framework through which we manage the implementation of our strategy. It defines the people, processes, systems and tools required to successfully deliver on our plans. An effective MOS enables proactive management by focusing on eliminating root causes of variance. It increases our predictive management by embedding risks and opportunity management in all levels of planning, and enabling data-driven decision-making by tracking performance of key business drivers and our critical leading indicators.

As part of the opportunity review, aspirational targets were set for all sites. The objective of an aspirational target is to be beyond a stretch goal, to change the thinking required and encourage outside-the-box ideas. The aspirational targets for the Group were exceeded during FY2017 – a significant result that is a credit to our employees' commitment to embracing an owner's mindset and Edge thinking.

On a regular basis throughout the year, stand-out Edge initiatives are highlighted through deep-dive internal presentations. This serves to enable greater understanding of successful Edge initiatives across the business, as well as acknowledging initiative owners for their work. The deep-dive presentations start at a site level within weekly site Edge meetings. Stand-out projects are called out for recognition at the executive level, providing an opportunity for initiative owners and sponsors to be acknowledged and building the reward and recognition of our people throughout the year.

*Continued on page 55*

## CASE STUDY

### **“DINGO” OPTIMISATION TOOL SOLVES COMPLEX LOAD AND HAUL CHALLENGES AT TELFER**

Development of a production dispatch algorithm and user-friendly software program to allocate load haul dump machines (boggers) and trucks in Telfer’s sub-level cave mine has resulted in increasingly systematic decision-making, taking into account the true complexity of the operation whilst improving safety.

The new production software, nicknamed “Dingo” (for Dispatch ‘n’ Go), assists Telfer’s mine control operators and production foremen in their day-to-day roles, planning shifts and allocating trucks and loaders to optimal locations.

Previously, the allocation of boggers and trucks at Telfer’s sub-level cave was done manually, with decision making primarily dependent on the judgement of operators and mine control. In recent years, the progression of the cave downwards has meant the truck-loading process has become more complex, making optimal trucking allocations to minimise interactions and improve trucking efficiencies much more difficult to determine.

After recognising the Edge opportunity, the Telfer team engaged a specialist optimisation firm to help develop the tool. The first phase was to develop and test the backend optimisation engine, and the second phase was to develop and test the Dingo user interface.

The optimisation engine works in two parts to maintain the necessary solve speed. It identifies all the possible configurations

of trucks and boggers, and the associated cycle times, distances and interactions for these configurations. It then takes this information into account for specified truck and loader configurations to determine the optimal solution.

Development of the engine required input from Newcrest engineers to correctly identify the constraints and logic inherent in the environment and production processes.

Following intensive testing of the prototype optimisation engine, the second phase of the project created a user interface that features a schematic area displaying information such as the mining levels, the status of each cross-cut and cave shape, equipment timelines and availabilities, and real-time stock levels.

Since “Dingo” went live in February 2017, the site has seen quantitative improvements in the tonne-kilometre per hour rates for the trucking fleet and in the utilisation of boggers. The system also provides a great visual as to where people and equipment are in the sub-level cave on a real-time basis, improving safety.



Telfer Underground Mine Control Supervisor Brad Brown uses “Dingo” to assist in allocating trucks and loaders to optimal locations in Telfer’s sub-level cave mine.

## CASE STUDY

### **GOSOWONG SEQUENCING REVIEW LEADS TO SIGNIFICANT GAINS**



Employees at Toguraci operating the grouting pump to consolidate material above the sill pillars prior to stoping.

A series of Edge initiatives looking at the mining method and sequence at Gosowong’s Toguraci mine have resulted in improved safety and a change of approach in mining that minimises the geotechnical risk of life-of-mine sequence and avoids high potential losses of unrecovered ounces.

The project team looked at potential opportunities following a number of stope over-break events at Toguraci. A stope over-break event, in this case, is where sill pillar extraction involves rock fill mobilisation above the stope, destabilising the filled area and allowing break-out into areas where it was not wanted. The team examined the mining method and sequence in detail, resulting in five Edge initiatives created for the “sill pillar project” at Toguraci.

In the past, a bottom-up Avoca stoping approach, using waste rock as fill material and leaving sill pillars, was used at Toguraci. A sill pillar is an area of rock deliberately left as reinforcement. Typically, a sill pillar is approximately five metres high and five metres wide, and stretches anywhere from 50 to 100 metres along the original ore body. The sill pillar provides reinforcement to allow ore to be extracted at deeper levels. The ore in the sill pillars is then recovered at the end of the mine’s life.

The review conducted at Toguraci identified that there was a risk of the sill pillars overstressing and being difficult to recover if left until the end of mine-life, effectively risking 20 per cent of the unrecovered ounces. Once the team had identified the sill pillars should be mined earlier rather than later, the next step was to revise the mine plan.

Another Edge initiative looked specifically at post-rock fill consolidation from the underneath levels. The consolidation commenced in October 2016 and the new method is working well.



## CASE STUDY

### AXLE UPGRADE REAPS BENEFITS AT CADIA

An Edge initiative by the Maintenance team at Cadia has reduced its injury exposure, while reducing the cost of fleet parts by 10 per cent.

The Edge initiative commenced with a workshop on the team's maintenance strategy for the underground loader fleet, which comprises 18 CAT R3000h loaders, identifying opportunities for improvement.

The team looked at engines, front-frame components and axles with a view to determine if they were being replaced too often unnecessarily. They also looked at the strip-down reports for each of these three machine areas of the loaders after a certain number of hours and found there was an opportunity to reduce the costs associated with the front and rear axle assemblies.

The team trialled a product upgrade to a CAT AD60 axle – a larger assembly to handle the high-duty requirements of the machines – with the aim of reducing unplanned failures to the final drive and axle assemblies. A plan is now in place to retro-fit the remaining underground loader fleet with the same upgrade, commencing October 2017.

The upgrade to an axle assembly, engineered to suit Cadia East conditions, removes an onerous inspection regime and warranty-supported maintenance by eliminating internal component failures and breakdown events.

Reducing the regularity of the axle change-outs also reduces the fitters' exposure to injury as removing major components at ground-level has been identified as a high risk task major hazard through the CCM process.


The flow-on effect also includes improved availability, reliability, utilisation and maintenance labour efficiency, in turn reducing costs associated with failed components and machine repairs.

Last year alone, USD 2.68 per hour was attributed to axle group repairs and maintenance. The implementation of this upgrade to the existing fleet, that has accumulated varying machine hours, provides the opportunity to individualise strategies on a "per machine" basis to cost-effectively manage the remaining life of each machine with a considered plan.

The cost benefit of the upgrade in axles to the fleet of 18 production loaders is forecast as a budget-saving of approximately USD 920,000 over two years.



Changing the axles on the Cadia underground loader fleet has improved safety and costs.

 **CASE STUDY**  
**EDGE THINKING**  
**RESULTS IN SUBLIME**  
**LIME DEAL FOR LIHIR**

An Edge project at Lihir has resulted in the appointment of a new preferred lime supplier, providing a benefit of around 25 per cent per annum.

Every year, Newcrest's Lihir operation uses over 150,000 tonnes of quicklime (or "lime"), the equivalent to 6,200 sea containers.

The lime is used in the gold processing plant to remove residual sulphuric acid, which is produced by the pressure oxidation autoclaves and to increase the solution to a pH of 9.6 prior to gold dissolution by cyanidation.

Following a global benchmarking and market engagement exercise, including product trials and site visits, a new preferred lime supplier and new shipping solution was identified by the project team.

The inaugural delivery of the new product has been made to Lihir, with lime from the new supplier now being used.

The benefits the site will see as a result of this project - beyond just cost savings - are significant. Positives include improved rates, a tightly-defined product specification, price stability, supply stability from new kilns with higher production capacity, major high grade limestone deposit used as feedstock, and improved shipping rates.

Key to the success of the project was the cross-functional team of operational, technical and commercial experts that worked closely together, demonstrating the values of employee involvement, personal ownership and shared vision. The team was collaborative and open to change and without their positive and proactive attitudes, this amount of value would not have been unlocked.



Our Lihir operations use the equivalent of 6,200 twenty foot containers of lime every year.



## CASE STUDY LIHIR PLANT SERVICES FIND THEIR EDGE

The team at Lihir Plant Services implemented a series of Edge improvement projects to improve safety, reliability and efficiency, with impressive results.

A good example is the Mobile Crane Uplift strategy. The team identified issues that impacted people from performing their jobs efficiently, and identified solutions to address the issues.

As a result, the team invested USD 50,000 in GPS tracking for the site's 21 cranes and a dedicated digital two-way radio system.

The team can now determine the location of each crane at all times, allowing for faster response times for customers. The GPS system also monitors safety data, such as speeding and sudden braking. The new radio system has improved communication between dispatchers, individual crane operators and riggers, allowing for improved safety through positive communication.

The improvements have reduced non-compliance of scheduled crane operation from approximately 25 per cent to almost 0 per cent during a normal scheduled week, and from 20 per cent to 4 per cent during shutdowns, saving the Company an estimated USD 1.9 million in lost production annually.

Another example is the Fabrication Workshop team who conducted a similar process looking for ways to complete the job more effectively. The team purchased new equipment to modernise the workshop, allowing for improved safety systems, workmanship and quality, ensuring people have the tools, equipment and resources to perform efficiently.

Following the upgrades, the Fabrication Workshop team completed work on a chute for the FGO mill, with the end product designed, drawn and built completely on-site. Previously, a chute such as this would have had to have been fabricated off the island and sent to site. The team now has the skills and tools to build it in-house to a high quality standard and, importantly, they are proud of their work.

## PRODUCTIVITY, FINANCIAL SUSTAINABILITY AND GROWTH (CONTINUED)

### GROWTH

Growth at Newcrest is managed through four key areas:

#### BROWNFIELD EXPLORATION

- The Company's brownfield exploration activities are centred within and around our existing operations and seek to sustain our existing operations through new resource growth.

#### GREENFIELD EXPLORATION

- The Company's greenfield strategy is focused on making new discoveries within targeted geological belts that are situated outside of our present operating districts. Our targeted geological belts are located within West Africa, Asia-Pacific and our new search space within the Americas.
- The Company enters into early-entry agreement with junior explorers. Financing and technical support is provided to determine if a viable orebody exists. If an attractive orebody is discovered, the early-entry agreement can provide for either full or majority ownership to be acquired by the Company.

#### RESOURCE AND RESERVE MANAGEMENT

- Newcrest delivering on its current reserves.

#### PROJECTS

- Advanced projects being evaluated as the next development opportunities, such as the Wafi-Golpu project in PNG. Brownfields projects, such as the pre-feasibility into the expansion of Cadia and the expansion of processing capacity at Lihir, provide significant growth opportunities.

New growth opportunities are evaluated in terms of their technical merit (e.g. size of deposit), how the opportunity fits with Newcrest's current strategy and portfolio, due diligence (e.g. sovereign risk, community and environmental legacies) and security of tenure. Community and environmental assessments look for any barriers that would prevent or delay development. Potential positive impacts are assessed for aspects, such as local employment and community development, or addressing existing environmental legacies from previous site owners or operators.

From a management systems perspective, growth is delivered under the direction of Newcrest's Board and the Growth and Investment Committee, which sets growth objectives and determines investment in growth opportunities. A growth strategy is developed and embedded in Newcrest's planning cycle. The implementation of these growth objectives is then allocated to individual managers, such as the General Manager Exploration. Growth-related projects and associated budgets are regularly reviewed by the Chief Development Officer and by the Growth and Investment Committee to ensure that growth is undertaken strategically and appropriately in relation to Newcrest's growth objectives. General Managers regularly review the implementation of exploration activities to help ensure their optimal delivery.

Newcrest's growth strategy is to extend the mine life and/or grow production or margin at each operation through brownfields exploration, resource definition and ore body knowledge work, support advancement of the Company's development projects, and deliver the next generation of discoveries from a pipeline of joint ventures and greenfields opportunities.

During FY2017, Newcrest exploration programs were centred on seeking to grow the resource base of our existing operations (brownfield exploration) and search for new discoveries within our greenfield projects (greenfield exploration).


Brownfield exploration was undertaken at the Telfer, Cadia, Bonikro, Lihir and Gosowong operations. At Gosowong, a near-mine targeting exercise was successful in identifying a number of new drill targets. Drill testing of these targets are underway. Drilling was also undertaken within the vicinity of the Telfer, Cadia and Bonikro operations. At Lihir, evaluation of the regional exploration targets commenced.

# PRODUCTIVITY, FINANCIAL SUSTAINABILITY AND GROWTH (CONTINUED)

## GROWTH at Newcrest is managed through four key areas:

 Brownfield exploration

 Greenfield exploration

 Resource and reserve management

 Projects

**NEW GROWTH OPPORTUNITIES ARE EVALUATED IN TERMS OF THEIR TECHNICAL MERIT, HOW THE OPPORTUNITY FITS WITH NEWCREST'S CURRENT STRATEGY AND PORTFOLIO, DUE DILIGENCE AND SECURITY OF TENURE.**

The greenfield exploration strategy is focused on securing projects within targeted geological belts that meet the Company's growth criteria and have the potential of delivering multiple discoveries that can be converted into the Company's next generation of mines. Our greenfield exploration strategy is focused within West Africa, Australia, Indonesia and PNG, and targeted geological terrains within Central and South America.

West Africa is one of the world's major gold regions, containing greater than 400 million ounces of gold and a number of world-class gold deposits, and has the most multiple million ounce discoveries within the last ten years. Newcrest is targeting Côte d'Ivoire as it has present operations within the country and it is the most prospective under-explored region within West Africa.

The major focus for exploration this year within West Africa was the Seguela early stage project, located in central-west Côte d'Ivoire. Exploration was successful in identifying a new zone of mineralisation at Antenna and a number of highly prospective regional targets within the surrounding area. Exploration is ongoing to determine the extent of mineralisation at Antenna and to test the regional targets.

Within Asia-Pacific, Newcrest is targeting selected geological belts within Australia and the highly prospective epithermal and porphyry belts within Indonesia and PNG.

Within PNG, exploration commenced on Tatau Island as part of Newcrest's option and farm-in agreement with St Barbara Limited to explore for copper-gold porphyry-related deposits. Target generation exploration is presently being conducted over several priority porphyry target areas to define future drill targets.

In Indonesia, our explorational alliance with PT ANTAM (Persero) Tbk continued reconnaissance field work in several prospective areas in West Java, East Java, Nusa Tenggara, North Sulawesi and Halmahera. The alliance aims to undertake exploration for gold and copper deposits.

In Australia, Newcrest has entered into an option and farm-in agreement with Alice Queen Limited to explore for gold-copper porphyry deposits in the Lachlan Fold Belt, New South Wales. The project presents an opportunity to test the northern extensions of the prospective Molong Volcanic Belt which hosts the Cadia operation.

During the years, Newcrest withdrew from the Mungana Project (North Queensland) and the Southern Coromandel Exploration project (New Zealand).

Newcrest also commenced exploration within targeted geological belts within Central and South America. These regions contain a broad range of gold deposit styles, a large number of lower risk jurisdictions, well-established mining and exploration cultures in many areas, and deposit styles where Newcrest can leverage off our in-house exploration and mining capability.

In Nicaragua, at the Topacio epithermal gold project (Newcrest/Oro Verde Joint Venture), diamond drilling at the Rebeca vein target was undertaken. Results were disappointing, with Newcrest subsequently withdrawing from the joint venture.

In northern Argentina, at the Pedernales epithermal/porphyry project (Newcrest/Rio de Oro option and farm-in), target generation and a diamond drilling program was undertaken. Follow-up work is planned.

Newcrest's most advanced greenfield project is Wafi-Golpu, located in the Morobe Province of PNG, approximately 65 kilometres south-west of the city of Lae. Wafi-Golpu is owned by the Wafi-Golpu Joint Venture (WGJV), one of two unincorporated joint ventures between subsidiaries of Newcrest and Harmony Gold Mining Company Limited in the Morobe Province.

Wafi-Golpu comprises an extensive body of gold-only epithermal style mineralisation (Wafi) and deeper porphyry-related copper-gold mineralisation (Golpu and Nambonga). The Golpu and Wafi deposits are located in close proximity to each other, with Golpu located below and immediately north of the Wafi deposit.

In February 2016, Newcrest and Harmony released an update on progress of the Wafi-Golpu Feasibility Study and Prefeasibility Study. The update on the Feasibility Study completed sufficient work to justify access declines, which are required to undertake more drilling of the orebody at depth to inform the next stage of the feasibility study.

WGJV is undertaking feasibility study work to assess a potential underground mine development at Wafi-Golpu. During the year as part of this work, WGJV continued to conduct a number of studies to assess options for tailings management including assessment of Deep Sea Tailings Placement (DSTP) (refer to case study on page 83) and terrestrial tailings storage options.

Central to the development of the project is ongoing engagement with key stakeholders, including the PNG and Morobe Province Governments, landholders and community representatives, to establish a suitable and sustainable framework for advancing the project.

#### PRODUCT MANAGEMENT

Increasingly, gold deposits are becoming more difficult to find. They are lower grade, challenging metallurgy, deeper underground, more difficult to develop and located in geographies that present logistical, development and operating challenges. Newcrest has a strong history of growth over the past 20 years, obtaining value from previously marginal, difficult ore bodies. It continues to develop mining and ore processing technologies for more efficient extraction of copper as concentrate, gold as bullion and gold in copper concentrate. An important element of Newcrest's strategy is thus the development, adaption and adoption of innovative techniques and processes.

Newcrest's "future mine" vision is to utilise technology, along with continuous improvement techniques and step-change methodology for "safe production", to help control operating costs and increase production reliability.

Newcrest seeks to understand the properties of the ore deposits it works with, from early stage exploration through to mining, processing and closure. Early exploration quantifies the elemental distribution of a large range of elements for both minerals of economic value and soil and rock composition in initial geology sampling and mapping.

The understanding of mineral properties and intensity of test work increases with each stage of the mine lifecycle through detailed mineralogy, increasing elemental analysis, spectral mineral analysis, environmental baseline studies, rock property testwork, water and dust analysis, acid rock drainage and rehabilitation landform studies.

This data is used to assess both the economic value and the impact on the environment and employees, and is incorporated into the design of programs, facilities and equipment to minimise exposure. Monitoring is conducted to assess the exposure of employees, community and environment at all stages during the mine lifecycle and to improve our program and equipment designs. For each operation, human health and environmental impacts are assessed in detail through the EIS process, with mitigation actions and management plans implemented where required.



# Social Performance

A planned, transparent and constructive approach to stakeholder engagement and development is critical to maintaining Newcrest's social licence to operate. We are conscious of the need to satisfy government requirements, as well as community and landowner expectations, in ensuring our project's ability to deliver short-term and long-term benefits.

Our approach to working with Government, local communities, and other stakeholders, assessing and managing impacts, is primarily guided by our Communities Policy and Social Performance Standard.

The Communities Policy sets out the key principles which guide our engagement with communities:

- Identify the cultural values, traditions and beliefs of the communities, including Indigenous Peoples, and respect and respond to those values and belief systems;
- Be open and transparent when dealing with communities and in describing and explaining potential social and environmental impacts that might occur;
- Seek broad community support for our activities;
- Commit to developing long-term partnerships that are mutually beneficial over a life of mine time scale;
- Ensure that communities are fairly compensated for impacts and obtain a fair share in the benefits generated by a development;
- Work to apply internationally recognised principles of best practice in all fields of endeavour; and
- Newcrest will, at all times adhere to the laws and regulations of the country in which it is operating.

The Standard supports implementation of the Communities Policy providing the detailed "Systems and Themes Requirement" through which policy will be implemented as well as three yearly assessments against those requirements ("Performance Measures").

In practice, the Standard provides a solid framework of mandatory requirements driving context-specific site social performance strategies, guiding actions and building relationships designed to secure and maintain community support. All sites are actively engaged in the implementation of the Standard, having undergone a periodic audit assessment.

The Standard is supported by guidelines that facilitate effective and consistent delivery across our sites. Update of the Social Performance Guidelines is carried out on an as-required basis. At a site level, standard operating procedures and other implementation plans and agreements are developed to identify and deliver community commitments.

In FY2015, Newcrest's internal assurance processes identified areas for improvement, including the need for a management operating system, project and program documentation alignment with standards, reporting on grievances and performance against community objectives and targets across sites. Our stated commitment at that time was to 'continue to address these weaknesses and build site awareness of key gaps to enable us to improve in the future'. Since that time, there have also been major internal developments in the areas of Human Rights and Risk Management which have also influenced improvement initiatives.

Newcrest has rolled out new social performance management architecture, embedding social performance as a key aspect of operational performance at executive level and sites and encapsulating the various improvement initiatives identified above. Our progress in addressing these matters through FY2016 and FY2017 is summarised as follows:

- Appointment of an EGM External Affairs and Social Performance and GM Social Performance;
- EGM External Affairs and Social Performance continues to raise the profile of social performance, government relations and strategic communications;
- Improved and updated Social Performance Standard, Guidelines and Definitions;
- The appointment of a Principal Advisor Social Performance to oversee a business-wide annual assurance process against the Standard;
- The development of the PNG National Engagement Strategy during FY2017 (refer to case study on page 66) through which Newcrest will continue to strengthen strong relationships with key stakeholders, relationships which underpin our long-term success at a national level;
- A capability uplift program was initiated in FY2016 at our Lihir and Gosowong operations, focused initially on basic work flow management and reporting practices as a precursor to the development of a fully-fledged operating system across all sites;

- Newcrest is currently developing a new social performance management operating system (SPMOS) to measure, monitor and consistently report on social performance programs, projects, issues and stakeholder engagement across its operations. Managing and reporting on matters related to human rights issues and grievances will represent a key improvement in current practices. The aim is to have SPMOS fully operational by October 2019;
- A Social Performance competency development program was initiated in association with the University of Queensland's Centre for Social Responsibility in Mining to train Social Performance professionals. Seventeen professionals from both Social Performance and other functional disciplines across the Company participated in the first Social Performance Leadership Program in FY2017;
- All operational teams are expected to have social performance management plans in place, and demonstrate social performance capability and competence based on the new Social Performance Standard by FY2019; and
- A round of audits were completed across our operations during FY2017 with respect to the Standard, and a rolling schedule of follow-up assessments will be rolled out in FY2018 as the basis for continual improvement.

**Further to this activity, the following improvement objectives have been identified:**

- All sites to implement a standardised grievance management system that includes close-out and reporting of grievances;
- Social Performance and Human Rights reviews to be conducted annually for all sites; and
- All sites to have cultural heritage management systems in place and functioning.

# MANAGING GOVERNMENT AND COMMUNITY EXPECTATIONS

Newcrest operates under in-country licences or contracts with associated regional and local level agreements at many of its operating sites.

The terms, conditions and obligations enshrined in those negotiated arrangements guide the structure and content of management projects and programs in conjunction with the Company Policy and Standards described above. These obligations and requirements set the agenda for stakeholder engagement and, in turn, the management of any issues and opportunities arising from implementation.

We understand that the Company and stakeholders may have differing views about, and expectations from all of our activities. As a result Newcrest seeks ongoing, active, and inclusive engagement with governments, communities and lease area landowners in the areas where we operate. Such engagement covers a wide range of mining-related obligations and requirements, including economic, environmental and a range of social responsibility matters. We engage in constructive dialogue, give and seek feedback, respect other points of view, and are considerate of others across all these areas.

The Standard requires all sites to undertake community baseline studies and on the back of these studies conduct social impact and social risk assessments to inform project development planning and monitoring. These major engagement exercises are now standard practice across all sites and for all future developments, and are supported by stakeholder mapping, communication plans and grievance management processes.

We also actively engage both directly and indirectly (for example, through industry groups such as the MCA and PNG Chamber of Mines and Petroleum) with government and other stakeholders on policy and reforms. Proper consultation processes are critical to any reform process and Newcrest actively participates and contributes within a range of forums established to facilitate informed discussion and consideration across a range of activities and issues.

Newcrest acknowledges that we need to continue to improve communication and awareness with our stakeholders on the commercial nature of our business, and the full range of government and community investment or capacity-building projects and programs that we undertake or fund, either directly or indirectly. We are conscious of the need to balance government requirements and community expectations against a project's ability to deliver benefits throughout the life of the mine. In the longer term, we also need to ensure that we do not replace government services or create unsustainable community dependencies on our mining operations.

## ADAPTING TO GEOPOLITICAL AND LEGISLATIVE CHANGES

Fiscal and regulatory certainty is a constant consideration for the extractive industry, which by its nature is high-risk and capital intensive. During the reporting period, fiscal and/or regulatory reviews were underway in many of the jurisdictions in which the Company operates. This included a review of state government royalties on gold revenue in Western Australia, wide-ranging reviews of mining and tax legislation in Papua New Guinea and Côte d'Ivoire, and moves by the Indonesian Government to revise the terms of granted contracts of work.

Newcrest seeks to have input into the development of relevant government policy, mainly via its membership of industry bodies in the various jurisdictions in which we operate. However, from time to time, Newcrest makes submissions and representations in its own right, especially where there is a potentially disproportionate or significant impact on our Company.

## LOCAL ENGAGEMENT

Community relations teams at each site are responsible for building and maintaining on-the-ground relationships with local representative institutions. The teams work closely with these institutions to design and implement programs to meet the community's long-term needs and aspirations in a manner that is also respectful of local culture and traditions and aligned to government legislation and development goals.

## IMPROVED SOCIAL AND CULTURAL AWARENESS

Newcrest ensures that all employees understand and respect local culture and local people through site-based social and cultural awareness training. Trained on matters of local cultural norms, values and expectations, employees and contractors are required to acknowledge and apply those learnings in their day-to-day engagements with both external communities and local employees. Where practical, such as at our Telfer and Lihir operations, local community members are engaged in the delivery of these awareness sessions.

## RESPECT FOR LOCAL COMMUNITIES, INCLUDING INDIGENOUS PEOPLES

Newcrest's Human Rights Policy, which recognises the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, states that 'Newcrest will recognise and respect the cultural values, traditions and beliefs of the communities where it operates, including Indigenous Peoples'. As prescribed in Newcrest's Communities Policy, Newcrest will 'identify the cultural values, traditions and beliefs of the communities, including Indigenous peoples, and respect and respond to those values and belief systems'. As re-articulated in the Standard, Newcrest sites shall 'proactively consult and work with relevant communities under national and local laws to protect and manage cultural heritage in the areas of their activities. Cultural heritage includes: tangible places and objects, such as archaeological sites and ceremonial sites, burials, art and

historical infrastructure; and intangible heritage such as story sites, song lines, language and dance, consistent with IFC Performance Standard 8’

The Standard also recognises that ‘every Indigenous community is unique, (and) all assets will operate in accordance with the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) in those jurisdictions that have signed the Declaration, and elsewhere in accordance with its principles. Wherever Indigenous groups have ethnographically confirmed customary rights and interests coincident with the asset’s areas of interest, the asset will work with these groups in a spirit of reciprocity, transparency and mutual future interest. Where Indigenous groups have legally recognised rights and interests coincident with an asset’s interests, specific agreements that recognise the Indigenous group’s connections to lands and waters will be entered into. Such agreements will be consistent with and satisfy the tenets of “Free Prior Informed Consent” (FPIC) as defined in IFC Performance Standard 7’.

We have detailed in-country contracts as well as agreements with Indigenous Peoples at our operations that take place in or adjacent to Indigenous Peoples’ territories, specifically Telfer, Lihir, Bonikro and Gosowong operations, demonstrating our commitment to FPIC, including:

1. **Telfer:** A comprehensive Indigenous Land Use Agreement (ILUA) with the Martu peoples of the Western Desert in Western Australia, which was unanimously approved by the Martu people at their Annual General Meeting in November 2015.
2. **Lihir:** A Comprehensive Integrated Benefits Package, including benefits and compensation agreements with the government and communities at the Lihir gold mine. Compensation agreements are required under PNG law and the land-owning communities have a legal right of veto over the development/disturbance of customary land owned by Indigenous communities. The execution of these compensation agreements with individual block holders constitutes FPIC.
3. **Bonikro:** Agreements with the Ouatta Community Village Chiefs.
4. **Gosowong:** Individual development agreements are in place with 83 village communities surrounding the mine.

In summary, 80 per cent of our operations have formal agreements in place with Indigenous Peoples’ communities.

During the reporting period, there were no violations or grievances registered involving the rights of Indigenous Peoples.

There were four significant disputes that occurred during the year that related to land use or customary rights of local communities or Indigenous peoples, all in PNG:

1. A sub-clan registered a retrospective sacred site claim within the Lihir Special Mining Lease (SML) area. Discussions have been ongoing around a one-off compensation payment.
2. Lihir Island’s airport lease area landowners claimed compensation and a new separate agreement with Lihir Gold Limited. The matter is to be addressed under the periodic agreements review currently underway.
3. Relocatees from Lihir’s SML area made claims for the release of funds afforded to them under agreements. The funds were being held back by the landowner association who are themselves in dispute with the relocatees. The dispute was resolved through public mediation.
4. There is also an ongoing legal dispute among the three landowning clans at Wafi-Golpu regarding the ownership of the mining lease area. The PNG Government is aware of the issue and is seeking to address it through an alternative dispute resolution process.

None of these disputes impacted operations.

### SOCIAL WELFARE ADVANCEMENT AND POVERTY REDUCTION THROUGH LOCAL AGREEMENTS

One aspect of building and maintaining positive relationships with our local communities is through the reduction of poverty. The main instrument for characterising poverty reduction activity is our government and community agreements. For example, at our international sites, Newcrest has formal agreements with the local community that detail the social benefits that will be provided to the community, over and above the minimum compensatory regime. Community agreements such as these remain an important mechanism to ensure that Newcrest is supporting community programs that are sustainable and aligned to the needs of the community.

These local agreements therefore reflect the desires and priorities of the government and community, as well as those of the Company. The type of programs and projects included are:

- Capacity building, through educating (e.g. offering scholarships, building and investing in local schools) and employing local community members, improving community health through education and site-specific projects, building and maintaining partnerships that look after the short- and long-term interests and concerns of local communities, and working together to drive bottom-up planning; and
- Enabling and empowering the local communities, so that skills learned through involvement in local activities and projects during the life of the mine can be applied to independent business opportunities, e.g. business spin-off, business training through capacity building, and agri-business project investment, such as Gosowong’s cassava project or the Wafi-Golpu cocoa development initiative.

### GRIEVANCE MECHANISM

We acknowledge that our operations impact governments, communities and lease area landowners in different ways and, furthermore, that the cultural setting and context of each site requires a nuanced approach to the resolution of issues.

Each site has systems, policies and procedures to record community complaints and grievances consistent with the Standard. It is not possible to ensure equitable outcomes on all instances but Newcrest has sought to establish, through consensus, charters for engagement which afford the opportunity for affected peoples, including minorities and marginalised groups, to actively participate in an environment where cultural or societal norms otherwise often act against their interests. As an example, most of our sites undertake specific gender-based engagement activities, particularly at sites where customarily women will not speak in the presence of men in their communities. Such gender-based engagements with women’s groups ensure that they have a voice in determining the plans and activities of the Company within these communities. Social development activities are also directed towards women and youth to ensure they have access to training, education and health services.

*Continued on page 63*

## CASE STUDY

### TELFER AND THE MARTU PEOPLE: THE ILUA AND BEYOND

Newcrest's Telfer operation aims to develop strong and productive relationships with the Martu people, the traditional owners of the land surrounding Telfer, with the principal aim of establishing healthier and better educated communities, where Martu men, women and young adults are provided with training and employment opportunities.

Newcrest and the Martu people have historically worked together, with Telfer training or employing more than 500 Martu men and women over the past 15 years, but the relationship was put on a formal footing on 4 December 2015 when Newcrest signed an ILUA with the Western Desert Lands Aboriginal Corporation (WDLAC), on behalf of the Martu people.

The Agreement provides more than AUD 18 million over the first five years for the benefit of the Martu, followed by a revenue-based payment from mining in the Agreement area. It commits Newcrest to providing practical support to improve the quality of life for the Martu, including in the areas of training and employment, contracting, and logistical support. It is the most significant Agreement with the Martu since mining operations began at Telfer more than 40 years ago and it consolidates the programs and projects that Telfer has delivered in the past.

The Agreement is consistent with Newcrest's continuing commitment to making a positive economic and social contribution to the communities in which it operates. The Agreement also provides for ongoing heritage protection for areas of special significance.

Among other commitments, Newcrest supports a Martu Trainee Program for eight full-time trainees at Telfer, and it includes the employment of a Martu Liaison Officer. Additionally, the Agreement encourages Newcrest to give preference to tenders from Martu contracting companies, and to companies offering training and employment opportunities for Martu people.



Chairman of Ngurra Kujungka Mr Bruce Booth and Telfer Superintendent – Community Relations Ben Bryant.

A Relationship Committee has been established with three Martu members and three Newcrest members. The group meets at least twice a year to talk about activities in the "project area".

Cultural Awareness Training is provided to all Newcrest staff and contractors working in and around Telfer.

Newcrest has also committed to provide logistical support to the Martu, which is essential in such a remote environment. Telfer regularly provides flights, accommodation, fuel and vehicle break down assistance to Martu and community stakeholders.

We aim to exceed our obligations to the Martu community, through programs such as the award-winning Desert Sport Development program or "Ngurra Kujungka". Ngurra Kujungka is the five-year-old program developed out of the former Western Desert Sports Council and Western Desert League. Both programs have successively benefited from Newcrest's significant investment of funds, resources and infrastructure into Martu health, sport and recreation programs, events and activities in remote Indigenous communities since 2002.

Beyond Ngurra Kujungka, Newcrest supports a broad range of additional programs across sport, health, education, infrastructure and community-building.

#### Key aspects

Newcrest has trained or employed more than 500 Martu men and women over the past 15 years.

Newcrest and Western Desert Lands Aboriginal Corporation (on behalf of the Martu people) have entered an Indigenous Land Use Agreement which provides for:

- More than AUD 18 million over the first five years for the benefit of the Martu;
- Practical support provided in relation to training and employment, contracting and logistical support; and
- Ongoing heritage protection for areas of special significance.



# MANAGING GOVERNMENT AND COMMUNITY EXPECTATIONS

(CONTINUED)

## MANAGING BROADER SOCIO-ECONOMIC IMPACTS ACROSS COMMUNITIES

Newcrest recognises its activities have the potential to impact the economy, society and environment of the countries, regions and communities where we operate.

A planned, transparent and constructive approach to government and community engagement and development is critical to maintaining Newcrest's social licence to operate, ensuring that government, communities and, where relevant, specific landowners benefit from Newcrest's operations such that any negative impacts are minimised to the greatest extent possible. Our stepped approach is to work with government and local communities to build a socio-economic knowledge base, followed by impact and risk assessments leading to the development of compensation and benefits arrangements. At all our operations, teams carry out local community engagement and development programs, and form committees or working groups with key stakeholders to help manage our impacts in accordance with formal agreements. This collaborative approach to impact management is guided by the principles, policy and related standards described above (page 59).



Lihir Senior Advisor Community Relations Adrian Tavarai.

MESSAGE FROM THE CEO

WHO WE ARE

ABOUT THIS REPORT

OUR PEOPLE

ECONOMIC PERFORMANCE

SOCIAL PERFORMANCE

ENVIRONMENTAL STEWARDSHIP

DATA TABLES

ASSURANCE STATEMENT

CORPORATE DIRECTORY

## LOCAL COMMUNITY DEVELOPMENT AND INVESTMENT

Newcrest provides a range of legislated and negotiated direct and indirect socio-economic benefits to national, regional and local level governments through the payment of taxes, royalties, compensation and rates.

**TABLE 6: ECONOMIC VALUE DISTRIBUTION FY2017 (USD MILLION)\***

Segment	ECONOMIC VALUE DISTRIBUTED					ECONOMIC VALUE RETAINED
	Sales revenue <sup>(1)</sup>	Operating costs <sup>(2)(3)</sup>	Community expenditure <sup>(2)</sup>	Employee benefits expense <sup>(2)</sup>	Payments to government <sup>(5)</sup>	Economic value retained
Lihir	1,181	437	58	115	29	542
Cadia	1,137	372	1	94	44	626
Telfer	631	401	5	60	21	144
Gosowong	350	105	13	50	27	155
Bonikro	162	83	2	23	6	48
Hidden Valley	16	10	-	3	1	2
Exploration	-	41	1	11	-	(53)
Corporate <sup>(4)</sup>	-	(16)	1	77	16	(78)
<b>Total</b>	<b>3,477</b>	<b>1,433</b>	<b>81</b>	<b>433</b>	<b>144</b>	<b>1,386</b>
<b>Payments to providers of capital<sup>(6)</sup></b>						
Dividends paid						111
Interest payments						122
<b>Total payments to providers of capital</b>						<b>233</b>
<b>Economic value retained FY2017<sup>(7)</sup></b>						<b>1,153</b>

\* Community expenditure includes native title/landowner agreements, indigenous land use agreements, investment in local communities, donations made to charities and community department costs.

<sup>(1)</sup> Amounts include revenues determined on an accruals basis, consistent with the Group's audited Income Statement.

<sup>(2)</sup> Amounts include costs determined on an accruals basis, consistent with the Group's audited Income Statement.

<sup>(3)</sup> Operating costs exclude community expenditure, employee benefits expense and payments to governments (as these are separately reported). It also excludes significant items and depreciation.

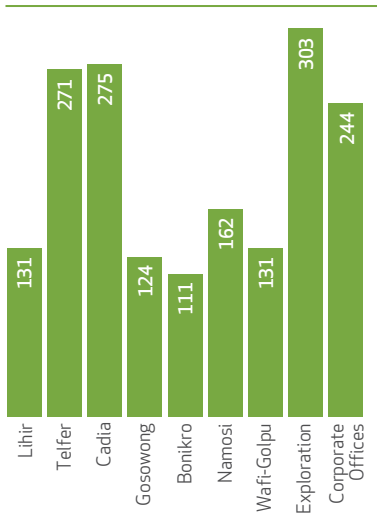
<sup>(4)</sup> Operating costs in the Corporate segment is net of corporate cost recoveries from other segments.

<sup>(5)</sup> Amounts include income taxes paid determined on a cash basis, consistent with the Group's audited Statement of Cash Flows, and other payments to governments, determined on an accruals basis, consistent with the Group's audited Income Statement. The amount does not include employee taxes, which are disclosed as part of Employee benefits expense.

<sup>(6)</sup> Amounts include costs determined on a cash basis consistent with the Group's audited Statement of Cash Flows.

<sup>(7)</sup> Calculated as economic value generated less economic value distributed. Per GRI guidelines, this does not include capital expenditure.

**GRAPH 7: ENTRY LEVEL WAGE AS A PERCENTAGE OF LOCAL MINIMUM WAGE, BY SITE (%)**



Each operation has entered into local level agreements. These agreements are arrived at following an extensive process of formal community engagement and negotiation which identify and quantify the range of Newcrest's direct benefits, including payments and charitable donations. The scope of these agreements covers a range of sustainable development activities including (but not limited to) local infrastructure development, housing, rural electrification, health and education services support, scholarships, agri-business development, business development training, preferential local employment and training, and the terms for supply and procurement opportunities.

Because of the range of impacts and in-country governance arrangements, community development programs will vary from country to country and site to site. Newcrest works with all levels of government to ensure that social development outcomes align with national, regional and local objectives and goals. The aim of this approach is to have full participation and a net positive impact on the governments, communities and landowners in which it operates. For example, in Cadia in New South Wales (Australia), community projects were drawn from priorities identified by the surrounding communities and include traffic management, weed control, support for the local museum, the Aboriginal Council and local scholarships.

By contrast, in developing country settings, health and education and social infrastructure initiatives are typical. An example of this is the construction of a hospital in Hiré town in Côte d'Ivoire. In FY2017, the Lihir operations team working under agreement with the 15 local government wards and affected area landowners invested USD 2.1 million in their village development schemes (housing, power, water supply, garbage, and sewage systems), 92 houses were completed across all 15 wards. A further USD 6.9 million was invested in the Lihir Medical Centre, which provides health services to the Company as well as the local population. A further USD 9.8 million was invested under agreement to improve sealing and drainage of local roads to enable better and safer access to the medical services, high school, and primary schools, and support local commercial entities operating in the town area.

At Gosowong, we operate under a government-led regulation aimed at enabling community development and empowerment. Newcrest supports an agri-business training facility as well as a small projects grant scheme in the 83 villages in the area surrounding the mine, all in dialogue with the heads of villages and regional government.

The scope and number of individual projects completed or underway in dialogue with government, communities and landowners across all sites are too numerous to describe here. But in whichever country or location the Company engages on these matters, it applies the following principles to guide its community investment activity:

- Maximise capability-building, primarily through education and training to build self-sufficiency and economic independence within communities for the long term;
- Ensure government and community involvement and engagement in the determination and delivery of community investments; and
- Prepare those we engage with for the post-mining environment.

Newcrest's presence provides many indirect benefits to the countries, communities and landowners in which we operate. These benefits include:

- Improved access to employment, health and education opportunities;
- Investment in community infrastructure and services, e.g. road access and maintenance, clean water supply;
- Income-generating activities, e.g. employment, local level business development training, supply opportunities and support for local agricultural businesses; and
- Improved community lifestyle, e.g. sponsorship of regional events and activities.

Newcrest seeks to maximise the delivery and sustainability of such benefits by improving the capacity and capability of local institutions and embedding self-reliance.

*Continued on page 69*

## CASE STUDY

### SOCIAL INVESTMENT AND CAPACITY BUILDING SUPPORTS OUR NATIONAL APPROACH IN PNG

During the year, Newcrest took initial steps in formulating a targeted program of social investment and capacity-building at the national level in PNG, as we work towards a new engagement strategy for the country as a whole.

Our strategy to increase social investment and capacity-building is consistent with our status as a committed, long-term partner for PNG, with a vested interest in PNG's social and economic prosperity.

The strategy aims to enhance Newcrest's national contribution and profile in PNG as a development partner, with the initial programs focused on five themes aligned with both PNG's own development goals and Newcrest's existing site social performance programs: protecting and empowering women; supporting education and regional employment for youth; helping build administrative capacity; supporting national community health initiatives; and promoting the environment and biodiversity.

At a traditional ceremony in May, the Teach for Tomorrow recertification program in Morobe Province celebrated the graduation of 534 primary school teachers from a course delivered by Kokoda Track Foundation (KTF), a program established to address the vital need for teacher training across PNG's provinces. Government administration has fallen behind in its teaching recertification process, meaning many teachers went off the government payroll over a decade ago. Newcrest's support, together with contributions from the Australian High Commission and Morobe Provincial Government, means these teachers can now return to teaching the 15,000 students who depend on them.

In June 2017, refurbished offices were opened in Lae for Femili PNG, a well-respected Papua New Guinean NGO that supports the survivors of domestic and sexual violence. Newcrest funded the renovation, which will now allow the dedicated Femili PNG team — many of whom are volunteers — to better support a large number of clients. This project provides the opportunity to leverage and give greater profile on the national stage to the impressive work of Newcrest's Lihir team in developing the successful Trupla Man Trupla Meri domestic violence program.



Newcrest-funded midwifery scholarships are just one component of our capacity-building partnerships in PNG.

During the reporting period, Newcrest also funded community health worker training at Kavieng Hospital, improving the skills of the health workers who are at the front line in delivering services in remote areas, often many hours away from a hospital or clinic.

Newcrest has entered into a formal private-public partnership with the Australian Government to collaborate on a range of development initiatives. The partnership began in June, with Newcrest funding the Australia Awards Pacific Scholarships program to deliver midwifery and maternal health scholarships to support critically needed birthing services.

The first four Newcrest-funded scholarships were awarded to nurses, who are now studying at St Mary's School of Nursing in East New Britain Province and the Pacific Adventist University in the National Capital District. The partnership with the Australian Government has now been formalised and expanded under a MOU, with Newcrest to provide another ten midwifery scholarships and new scholarships for three-year nursing diplomas at the Nursing School of Lae.

Under the same MOU, Newcrest is also supporting capacity-building efforts in the public sector through sponsorship of training activities for PNG public servants, focusing on transparency and skill development in the resources sector.

The right partnerships are an important aspect of success for the program and Newcrest is working on some of these initial projects in conjunction with trusted local and international donors, through approved service providers. As we develop our program, we plan to work with other suitable partners, as well as working independently to support local initiatives in some cases.

These initial projects are designed to build a sense of partnership with key institutions, and to plant the seeds for a focused, ongoing national engagement approach, which also lifts Newcrest's stakeholder engagement and reputation in PNG.

Newcrest's renewed approach to stakeholder engagement in PNG will involve telling the story of our operational contribution — in both economic and social terms — more effectively on the national stage. Our aim remains to make a genuine contribution while establishing Newcrest as a true Miner of Choice in PNG.



## CASE STUDY

### CADIA LOCAL COMMUNITY PROGRAM WINS EXCELLENCE AWARD

'The program has been successful in enhancing our community as a preferred area in which to live and work and we hope that through our ongoing discussion, consultation and community involvement, we shall lay a secure foundation of values that will see this community and its people prosper well into the future.'

**MIKE LOGAN**  
CDEP CHAIR

Cadia's local community program, the Cadia District Enhancement Program (CDEP), was awarded the 2016 NSW Mining Community Excellence Award in September 2016 for the range of projects that have benefitted the district through the program.

The CDEP was launched in 2012 with the goal of creating environmental and community benefits for local districts - including Cadia, Errowanbang, Panuara, Flyers Creek, Four Mile Creek, Springside, and Forest Reefs - which would enhance the value of the area as an agricultural, mining, or lifestyle choice.

Over the past four years, the CDEP Governing Committee has worked closely with the community on a range of projects to deliver widespread benefits, including:

1. Coordinated weed and pest management – a community-wide campaign for the control of weeds and pests;
2. Loyalty schemes – a range of support programs for district residents, including educational grants, a regular community newsletter, social get-togethers, preferential agistment and housing protocols, volunteering recognition, and free farm trees;
3. Improved district roads and infrastructure – lobbying government to improve public road conditions;
4. Waste collection service – roadside waste and recycling collection services;
5. Cadia viewing centre – development of an information and viewing area over Cadia historic and modern mining operations with exclusive and unescorted access for Cadia district residents;
6. Gems of the Valley – a social history book about the Cadia district; and
7. Telecommunications – designed to improve internet speed and mobile phone coverage for the district.

The NSW Mining Excellence Awards recognise industry best practice and this award highlights this unique community-driven program involving a range of local landholders including Cadia.

Outgoing CDEP Chair, Mike Logan, said what made the CDEP program so effective is the strong commitment across the breadth of the community with farmers, Cadia, and life-stylers all having equal input and working side-by-side to create their vision for their community.

Cadia District Community members David Pepper-Edwards, Glenys Logan and Mike Logan with Cadia's Melissa O'Brien, showcasing the Community Award received for the Cadia District Enhancement Project.



## CASE STUDY

### **TAGONO VILLAGE WINS PROVINCIAL VILLAGE COMPETITION**

Tagono village, supported by PT NHM through its corporate social responsibility program, has been recognised in the annual Maluku Utara provincial village competition for two years running.



Head of Tagono village Arsad A. Muhammad (centre) with the trophy and awards, together with Mudahri and Hansed from PT NHM.

With support from PT NHM, the village has undertaken several critical infrastructure rehabilitation projects as well as improvements to village water and sanitation systems.

Based on the transformative results of these projects, Tagono village entered the annual provincial village competition where villages are assessed for their standard of living, environmental cleanliness and sense of community. In 2016, Tagono village proudly achieved first place in the provincial competition and in 2017, it reached a successful second place.

The Head of Tagono village, Arsad A. Muhammad, said the village had partnered with PT NHM for many years; 'The program has supported our village development by providing numerous community benefits, including improving village infrastructure and community facilities. I am proud that our collaboration has delivered such outstanding results for the village.'

## CASE STUDY

### **SOCIAL PROJECTS BENEFIT HIRÉ COMMUNITIES**

During FY2017, Newcrest provided five social projects to the Hiré communities surrounding our Bonikro operation as a component of our Social Performance program.

The five infrastructure projects, worth over USD 739,000, were specifically chosen to help the Hiré communities in the areas of health, education and infrastructure.

The projects were handed over to the community by the then Bonikro General Manager Lawrence Manjengwa, in the presence of the Prefet of Divo, Kouakou Assoma, the Hiré Sous-Prefet, the Mayor and his deputies, the Regional Directors of the relevant ministries, Watta chiefs, the Youth Association and other representatives of the Hiré community.

The Hiré Clinic (CSU) is a new complex of buildings equipped with a medical clinic, maternity ward, laboratory, and prenatal and family planning consulting facility. Within the first week of its opening, the clinic had recorded the birth of 28 babies.

The Women's Training Centre (IFEFF) project involved renovation of an existing building along with construction of a new one. The building increases the capacity of the centre to provide training and education programs for local women. The centre focuses on training girls aged 13 to 16 years old who have discontinued with formal schooling. They are trained in life skills, such as literacy, maths and basic money-handling.

Three infrastructure projects were also handed over, including the first phase of the Hiré Water Project, an equipped potable water borehole, pumping and water purification station with a capacity of delivering 168m<sup>3</sup>/day. The additional water provision will upgrade the Hiré town water system, which serves more than 60,000 people. Prior to Newcrest's support, many neighbourhoods would typically receive water through the system once every three weeks.

Also handed over was a project to extend the electricity grid through the installation of 20 new electric poles at Gnankankro, in Hiré. Road upgrade works were also conducted over 35 kilometres of road in Hiré and surrounding villages.

The CSU and IFEFF projects are a result of Newcrest's partnership with the United Nations Development Program (UNDP) to implement a local development plan for Hiré in consultation with local communities.

#### **INFRASTRUCTURE PROJECTS CHOSEN TO HELP THE HIRÉ COMMUNITIES, WORTH OVER**

USD 739,000

#### **ROAD UPGRADE WORKS CARRIED OUT FOR**

35km



# LOCAL COMMUNITY DEVELOPMENT AND INVESTMENT (CONTINUED)

## MINING PARTNERSHIPS FOR DEVELOPMENT

Newcrest actively seeks to identify and encourage partnerships with government and non-governmental organisations to improve the design and delivery of local community businesses and programs, and to encourage effective regulation and ongoing government commitment. This objective covers both our established operations and key growth jurisdictions.

We have significant partnerships at the local level with local government agencies, community entities, such as landowner associations and businesses. These are managed through negotiated agreements on the sources and uses of benefits funds. Management systems vary from site to site and special care is taken to ensure probity in the use of funds to deliver agreed projects and programs.

Perhaps our most significant partnerships are in the area of employee and community health, particularly at our off-shore sites. At Lihir, Newcrest manages and funds the Lihir Medical Centre, which is a full medical facility available to all inhabitants of the Island group, employees and contractors, at a total cost of over USD 6.9 million per year. We also have a five-year alliance with the Medicines for Malaria Venture (MMV), an NGO focused on malaria management and elimination. In partnership with MMV, the PNG National Department of Health and the PNG Institute for Medical Research, Newcrest is supporting the Lihir Malaria Elimination Project (LMEP) to eradicate malaria from the Lihir group of islands through a management and mass drug administration project at a total cost of over USD 6 million. This will be a pilot project for wider application in future throughout PNG. In parallel with the LMEP, Newcrest is supporting research by CSIRO (the Australian Commonwealth Scientific and Industrial Research Organisation) to develop a breath biomarker test for malaria. Newcrest is also working with MMV on malaria control initiatives at our Gosowong and Bonikro sites.

Other health initiatives at sites include the Yaws eradication project at Lihir and a focus on the management of lifestyle diseases, such as heart disease and diabetes, through the promotion of healthy diets and exercise.

Newcrest also partners with NGOs in the area of local economic development surrounding our operations. Agricultural initiatives have been supported by groups, such as Business for Development (B4D) and Australian Business Volunteers, to assist in identifying suitable and sustainable agricultural commodities for local production as well as developing markets for agricultural produce. In Indonesia, we have partnered with Australian Business Volunteers to work on agri-business and other business development opportunities for local communities in the regions surrounding the Gosowong mine.



## CASE STUDY TRAINING PROGRAM FOR LOCAL FARMERS

As part of its corporate social responsibility program, PT NHM is conducting training for local farmers from each of the 83 villages surrounding the mine with the aim of improving and sustaining the economic viability of local farming operations beyond the life of the Gosowong mine.

The training, which commenced in May and will run through to December 2017, is designed to provide local farmers with skills and knowledge in sustainable farming practices and business development.

The training is conducted by a local organic farming operation and small training provider, Hobata Farm, and is facilitated at PT NHM's Training and Business Centre, located in Biang Village in the district of Kao.

Over a four-day period, training participants are taught skills in organic farming, cassava cultivation and processing, organic vegetable farming, nutmeg cultivation and processing of nutmeg products, business planning, accessing finance, entrepreneurship, and work health and safety.

Each training session is followed up with field visits from the trainers to assess how farmers have applied their newly acquired skills and knowledge.

## LOCAL COMMUNITY DEVELOPMENT AND INVESTMENT (CONTINUED)

The Company is actively partnering with the Australian Department of Foreign Affairs and Trade and the Australian Aid program to deliver a range of programs in PNG, including provision of midwifery and nursing scholarships, mineral policy and economics training for civil servants through the Pacific Leadership and Governance Precinct, and workshops to improve transparent management of resource projects run by EITI.

In Côte d'Ivoire, the Company has partnered with the UNDP to deliver a wide range of local projects, including livelihood support, local infrastructure support, and business development.

Programs are regularly monitored and assessed to determine effectiveness and, where deficiencies are identified, remedial actions are taken through the respective agreed local institutional arrangements and processes. Program outcomes are published in newsletters explaining progress and delivery of agreed infrastructure and services.

Newcrest recognises that an important catalyst in driving successful local community programs and institutional development is through promoting transparency in its business dealings. Newcrest is a Supporting Member of the EITI, a global coalition of governments, companies and civil society working together to improve openness and accountable management of revenues from natural resources. Newcrest continues to support the efforts of governments of EITI member countries in all countries where we operate (namely Australia, Indonesia, Côte d'Ivoire and PNG), all of which are EITI implementing countries. The Initiative substantially improves the transparency of the flow of revenues and benefits generated from the resource sector to national and sub-national levels of government. This enables civil society, local businesses and communities to be better informed concerning Newcrest's payments to governments, and encourages dialogue with multiple stakeholders (such as governments, industry and NGOs) concerning the transparency and sustainable management of mineral revenues.





## CASE STUDY

### MAKING A DIFFERENCE TO COMMUNITY HEALTH

Our Lihir operation has a strong commitment to community health, working together with local, provincial and national governments, business partners and international agencies such as the World Health Organisation (WHO). Reflecting our commitment to give back to the communities in which we operate, we partner on a variety of projects to improve the standard of health within the workforce at Lihir, the local community and in the wider PNG society.

Newcrest's five-year alliance with the not-for-profit organisation, Medicines for Malaria Venture, is responsible for the first attempt to eliminate malaria within a region of PNG. Newcrest continues to engage with the PNG National Department of Health, other levels of government and international experts on the project.

During FY2017, the LMPEP supplied malaria medicines and test kits to all Lihirian community clinics to ensure that the population has continued access to malaria diagnosis and treatment services. The community clinics test around 1,300 people each month for malaria and, of those, treat around 800 people per month.

The LMPEP has also played a critical role over the past year in hosting Rotarians Against Malaria, who have distributed 10,800 treated mosquito nets by sea and road to local communities.

LMPEP is in the initial stages of planning the roll-out of the Home-Based Malaria Management initiative, which will work with communities to identify people who can be trained in the diagnosis and treatment of uncomplicated malaria at the community level.

Newcrest has made a significant contribution to the eradication of Yaws, a tropical infection of the skin caused by bacteria in the Lihir group of islands. This is being done through a research program, jointly funded by the WHO, Newcrest and the Nimamar Local Level Government.

A research doctor hired by International SOS, who manages the Lihir Medical Centre under a contract with Newcrest, has successfully trialled a new Yaws treatment comprising a single tablet of azithromycin, which costs about 13 US cents per tablet.

This replaces the painful injection of the antibiotic benzathine. The discovery and success of the new treatment has resulted in the WHO designing a new strategy to eradicate Yaws globally by 2020.

In FY2017, Newcrest spent USD 6.9 million to manage the Lihir Medical Centre that is available to help everyone on the island. The services provided by the centre include dentistry, optometry, ante-natal, malaria and Yaws research and treatment, and a health extension and capacity-building program for the Catholic Church-run Palie Hospital. Newcrest also manages a clinic at the mine site. The two facilities see around 80,000 patients each year.

During FY2017, Newcrest introduced a new Healthy Living program at Lihir, designed to help Lihir's 5,500 strong workforce take charge of their personal health, with more than 3,400 of the workforce already receiving a personal health consultation. The program was launched in October 2016 by three well-known sporting personalities, who visited Lihir and spoke with employees about the importance of living a healthy lifestyle. The group also visited the local Putput community where many children and young people participated in coaching clinics with them.

A broader engagement strategy to build a targeted program of social investment and capacity-building at a national level in PNG also commenced during the year. Supporting national community health initiatives is one of the program's five target areas. For example, recognising the link between the high maternal mortality rate in PNG and the relatively small number of supervised births, Newcrest has worked with the Australian Government to deliver midwifery and maternal health scholarships to support critical birthing services.

#### PROUD TO BE MAKING A DIFFERENCE IN THESE AREAS:



Five-year alliance seeking to eliminate malaria



Eradication of yaws in the Lihir group of islands



Newcrest funded Lihir Medical Centre and site clinic treat around 80,000 patients per year



Introduction of the Healthy Living program for workforce



Partnership with the Australia Awards Pacific Scholarships program to deliver midwifery and maternal health scholarships for Morobe and New Ireland

The partnership initially awarded four Newcrest-funded scholarships to nurses, who are now studying at St Mary's School of Nursing in East New Britain Province and the Pacific Adventist University in the National Capital District. Another ten such scholarships will be provided in the coming year. Newcrest has also supported an obstetrics training course for New Ireland community health workers, who serve as the front-line health providers in remote areas far from medical clinics.

# LOCAL COMMUNITY DEVELOPMENT AND INVESTMENT (CONTINUED)

## SUPPLY CHAIN STEWARDSHIP

Newcrest is committed to achieving an excellent standard of supply chain management and performance in all its business activities. Our intent is to have the lowest total cost of ownership whilst ensuring safety, quality and service.

Newcrest's Supply and Logistics approach supports the value chain through the facilitation of appropriate contracts; management of supplier's performance to ensure the right value is achieved from each relationship; and management of the inbound logistics process with suppliers, as well as the storage, distribution and control of Newcrest inventory.

The Company's Supply Policy provides a high level overview of Newcrest's supply chain principles, including that suppliers and their representatives are treated fairly, without bias or prejudice, and that competition will be open and fair.

In evaluating potential suppliers, considered weighting is given to both financial and non-financial criteria. For commodity-based agreements, financial criteria, such as financial strength and company structure, are important. For service-based agreements, significant weighting and consideration is given to non-financial criteria, including factors such as safety record, sustainability approach, culture and ability to meet statutory requirements such as licences, permits and relevant standards.

Contracts issued to suppliers, customers and service providers through our Supply department include requirements to meet Newcrest policies and standards. Contract provisions clearly articulate the principles and practices expected by our suppliers, customers and service providers across all areas of the business, including health and safety, social performance, and environmental management, further enhancing our contractor management process. Where required, due diligence is conducted on providers to assess suitability during contract awarding based on materiality and risk. Newcrest complies with the United Nations Security Council (UNSC) Sanctions Check. As part of this process, suppliers and their directors are assessed prior to on-boarding.

All Newcrest's suppliers are expected to act with integrity and in accordance with the Company's ethical position, including compliance with Newcrest's Human Rights Policy, Anti-Bribery and Corruption Policy and Code of Conduct. Compliance with these policies and procedures are a contractual requirement of all Newcrest's supply agreements.

Where safety, quality and service can be ensured, recognition is given to local suppliers. For example, Lihir landowner company Anitua Mining Services overcame open market national competition to be awarded the contract for Londolovit and Kunaye Village road upgrades, while another Lihir landowner company, Lihir Civil and Construction Ltd, was awarded a services contract for Concrete Batching, and Anitua Security Services entered a two-year contract for services to the mine site.

Risks are managed through a series of processes, including off-site receipting (for our Lihir and Gosowong operations), managing relationships with suppliers, and proactive and continuous review of inventory levels (safety stock) through SAP monitoring.

All pricing exercises involve eligible national and local suppliers in the market engagement process on equal footing with others.

## LOCAL EMPLOYMENT AND PROCUREMENT

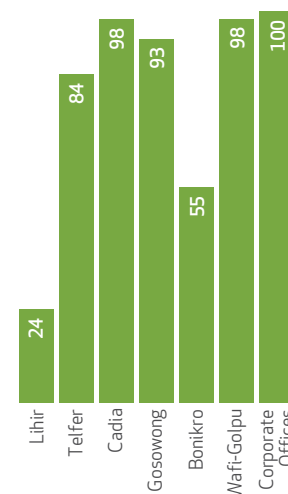
Our approach to working with local communities, including the use of local suppliers, is guided by several policies and in-country legislation and resultant mining contracts. Newcrest's Diversity and Inclusion, Communities and Supply Policies variously focus on promoting and valuing diversity in Newcrest's workforce, seeking to maximise direct local engagement in our operations through employing local people and engaging local businesses, where practical, and ensuring that communities are fairly compensated and obtain a fair share of benefits from the relevant operations.

In accordance with in-country legislative arrangements and Newcrest's International Employee Policy, each site strives to give preference for employment to the people of the local community and specific country of operation.

**TABLE 7: PROPORTION OF SPENDING ON LOCAL SUPPLIERS BY REGION FY2017 (%)**

	Goods	Services
<b>Company</b>	<b>53</b>	<b>79</b>
Australia	98	95
Papua New Guinea	13	47
Indonesia	50	75
Côte d'Ivoire	50	100

**GRAPH 10: PROPORTION OF SPENDING ON GOODS AND SUPPLIES PURCHASED LOCALLY, BY SITE FY2017 (%)**



Outside of these commitments, selection for local employment is undertaken without favour in accordance with the principles of Equal Employment Opportunity (EEO), maintaining a process where access to opportunities is merit-based. Where specialist technical skills are not available within the local or national sourcing stream, we may employ a suitable non-citizen with an obligation to up-skill national employees with whom they are working.

In line with our in-country agreements, Newcrest has site-based policies for local supplier preference, and we actively consider opportunities for purchasing goods and services from within the communities in which we operate. Procuring products and services from local contractors offers a further opportunity for employment and to partner with organisations to help create social and economic change by enhancing local suppliers' capabilities and capacities.

At several of our sites, local laws, land access and other agreements require Newcrest to prefer local contractors for the procurement of mine-related goods and services. Newcrest's obligations vary according to site, including in relation to what classifies as "local contracting". To minimise the risk of community misunderstanding, Newcrest works collaboratively with local stakeholders to meet its obligations.

A critical mechanism for providing transparency on local contracting obligations is regular meetings with government bodies to provide data on our procurement activities, including the proportion spent on local contractors. This provides accountability to our government and community stakeholders to ensure we are meeting these obligations.

Our land access obligations and the associated local contracting requirements are influenced by the legal and regulatory framework in which our sites operate. It is our duty to meet these on an ongoing basis, and a key way of ensuring this is our defined procurement life cycle process that sets out the criteria by which to award contracts. This includes consideration of our responsibilities to procure locally wherever practicable and to ensure we meet our targets on an annual basis.

## LAND ACQUISITION AND RESETTLEMENT

In support of Newcrest's Human Rights and Communities Policies, the Social Performance Standard includes specific sections dealing with land acquisition and involuntary resettlement. The Standard states that 'resettlement and economic displacement of asset-affected people will be avoided to the greatest extent possible, and where unavoidable will be conducted in accordance with applicable national laws and International Finance Corporation (IFC) Performance Standard 5' (Land Acquisition and Involuntary Resettlement). The intent of this element of the Standard is to 'ensure that access to all land required for mining operations is acquired through negotiation and agreement with appropriate landowners or land owning groups'. This Standard is being applied to progressively align the business with international best practice. Further, Newcrest acknowledges applicable domestic laws where we operate, and will commission external specialist expertise to ensure alignment with IFC Performance Standard 5, as has been the case at the Bonikro, Lihir and Gosowong sites and Wafi Golpu project.

Newcrest utilises a range of tools to inform the design of its approach to land access and resettlement programs across all operations. Social impact assessment studies (SIAs) and Social Risk Assessments are performed to enable sites to identify, understand and respond to the potential and actual socioeconomic impacts of new projects, expansions, or significant modifications to existing operations and mine closures. Effectively delivered, SIAs support the application of Newcrest's Communities Policy through identifying opportunities for communities to participate in the opportunities generated by the operation and its activities. They also identify ways to mitigate and manage any adverse impacts, for instance in situations where an individual family or community needs to be relocated.

For example, the Company commenced its comprehensive land acquisition process at Hiré, Côte d'Ivoire in 2012 and was approved in 2013. This result was achieved because the Company defined its methodology during the social and environmental impact assessment phase. Under this methodology, an equitable compensation process (a land and crop compensation tariff rate) was negotiated between Newcrest and the landholders under the supervision of the regional government. Once the final footprint and the construction sequence was defined, the sequential land acquisition process was implemented under the direct supervision of the regional and local government.

In parallel with to this process, a series of community consultations were conducted. Subsequently, all 109 landowner tracts and the 2,054 nested land user plots were properly compensated through a thorough process, initiated in 2014 and finalised in 2016.

Newcrest's long-term focus is on developing a principles-based policy framework to guide the completion of resettlement programs while reporting against specific, international standard resettlement action plans (RAP). These plans put in place adequate land and security of tenure, adequate facilities and infrastructure, and replacement or alternative livelihood for resettled families and communities. Integrating relocated families or communities into a local government planning and management framework to mitigate against long-term dependency is also a key objective of our resettlement planning. Newcrest has resettlement or relocation agreements in place for all those communities that have been resettled in the past, and is in preliminary discussions with a view to establishing a number of new agreements for the Wafi-Golpu project. In cases where some aspect of the resettlement has not been satisfactorily achieved as anticipated, the Company actively engages in reviewing the resettlement agreements and undertakes projects to remedy any deficiencies identified in conjunction with the affected communities or individuals.

### KONANKRO VILLAGE RESETTLEMENT

On 15 March 2012, the Prefect's of the Loh-Djiboua Region, Prefect of the Department of Divo, announced the relocation of the community of Koutouclou Konankro. On 26 December 2016, the Ministry of Construction certified the completion of the new relocation village. Agreement was reached for the relocatee families to move on 23 January 2017. However, this date was postponed at the request of the community due to the death of a community elder.

Subsequently, and despite several offers by the Company to assist with the relocation, only 30 out of planned 125 households had relocated by 13 May 2017. Newcrest informed the various local and regional administrative authorities of the situation. A consultation process was recently initiated with those households which have not yet relocated, and the outcome of those meetings will inform the next steps. Further progress on the Konankro village resettlement will be provided in the 2018 Sustainability Report.



# Environmental Stewardship

Newcrest is committed to achieving excellence in environmental performance, in accordance with the Newcrest Environmental Policy.



## The Safety and Sustainability Committee of the Newcrest Board provides oversight of strategic environmental aspects, complementing ExCo's management of our sustainability programs.

**D**uring the year, we continued our ongoing commitment to environmental performance through an update to our Environmental Policy. The release of the new Environmental Standards drives consistent levels of performance at our sites, regardless of global region. During FY2017, audits against all the new environmental standards were conducted at Gosowong and Lihir, and improvement opportunities were identified. Environmental audits at our other operations are planned in FY2018.

We continued reviews on the management of our tailings storage facilities, assessments on the quality and completeness of our mine closure plans, and we also recertified our Gosowong mine to the voluntary Cyanide Code<sup>(1)</sup>.

Newcrest reports and records environmental incidents and hazards in the online CHES system. Incident investigations are undertaken to identify and implement appropriate preventative and remediation measures taking into account both the actual and potential outcome of an incident. Environmental incidents are managed and reported in accordance with regulatory and Company requirements.

During FY2017, based on the actual impacts of environmental incidents recorded in CHES, there were no significant environmental incidents.

<sup>(1)</sup> Subsequent to the reporting period, Telfer was recertified to the Cyanide Code following an audit conducted in September 2017.

## CLOSURE PLANNING

Newcrest is committed to ensuring that all our projects and managed operations proactively plan for closure, and that it is conducted in a manner which enhances sustainable development.

Newcrest's Mine Closure Management Standard outlines a multidisciplinary approach to closure planning that not only meets regulatory requirements and corporate standards but also considers stakeholder expectations.

Newcrest is committed to leading practice sustainable development in mine closure planning, and therefore ongoing stakeholder engagement between regulators, the community and industry is an important part of enabling the Company to achieve responsible environmental and social management objectives.

All site mine closure plans reflect Newcrest's corporate standards and principles and local regulatory guidelines, and has an important focus on enabling all stakeholders to have their interests considered during the mine closure and for agreement to be reached on post-mining land use. These documents are regularly reviewed and updated throughout the life of the operation as "live" documents to support mine planning and progressive rehabilitation.

All reviews of site mine closure plans are regarded as an opportunity to ensure that there is clear accountability, adequate allocation of resources, that the cost of closure is satisfactorily represented, as well as to ensure that the community is not left with a liability. The reviews result in the development or update of site-specific forward work plans to address knowledge gaps and improve the cost accuracy of closure plans.

During FY2017, Gosowong held a workshop on environmental and social closure planning aspects for integration into the site closure plan, and provided an updated closure plan to the regulator based on the present mine life. Bonikro designed final landforms for their Hiré waste rock dumps that integrated armouring to reduce erosion and commenced construction of the new designs. In addition, a small legacy site in Western Australia near Mount Magnet named Dalgaranga was rehabilitated (refer to case study).

At 30 June 2017, the total mine closure provision for the Group was USD 272 million<sup>(1)</sup>.

**TABLE 8: OPERATIONS WITH MINE CLOSURE PLANS IN PLACE IN FY2017**

Lihir	✓
Telfer	✓
Cadia	✓
Gosowong	✓
Bonikro	✓

## CASE STUDY DALGARANGA REHABILITATION PROJECT



During the reporting period, Newcrest successfully finalised physical earthworks for rehabilitation of a minor legacy site at Dalgaranga, approximately 70 kilometres from Mt Magnet in Western Australia, with no reportable injuries, ahead of the project schedule and on budget.

Dalgaranga is a decommissioned mine site that Newcrest inherited through acquisition of Lihir Gold Limited (LGL). Although rehabilitation had been conducted at the site during historical decommissioning and the tenements had been extinguished prior to the acquisition of LGL, erosion on some sections of the rehabilitated waste dump meant performance bonds through the Department of Mines and Petroleum (DMP) were still retained, and further work was required to stabilise the final landforms. Following notification of the erosion at the site, Newcrest commenced a program in consultation with the regulator and new tenement owner to design and implement rehabilitation of the site.

<sup>(1)</sup> For further information, refer to the 2017 Annual Report at page 120.



Physical earthworks for the rehabilitation of Dalgaranga are now complete.

Newcrest conducted environmental studies at Dalgaranga to develop a remediation plan that was approved by the regulator for implementation that took into consideration proposed development plans for the site by the new tenement owner. Newcrest prepared an Accountable Area Rehabilitation Plan (AARP) for Dalgaranga that included re-shaping and re-capping sections of the waste rock dump, stabilisation of waste rock dump slopes and installation of water drainage systems.

Earthworks were conducted by a local contractor based in Mt Magnet who proactively incorporated elements of Newcrest's Safety Transformation Plan and NewSafe program into the risk assessment prior to commencing work and throughout daily operational activities during the physical earthworks. Safety support was also provided during the project for the contractor by a Safety Advisor from Telfer and the Group Safety Manager to coach and support the application of onsite safety measures.

Physical earthworks at Dalgaranga are now complete as per the intent of the AARP which has been verified by an independent third party in agreement with the regulator who also visited and inspected the site. A final rehabilitation completion report is being prepared for lodgement with the regulator to support full relinquishment of the site and return of bonds.

## LAND MANAGEMENT AND PROGRESSIVE REHABILITATION

The approach adopted by Newcrest sites for progressive rehabilitation is aligned with the expectations of regulators and stakeholders, while taking into account the availability of operational areas based on mine plans. This includes consideration of whether future mining is likely to affect specific areas of the mine footprint so that rehabilitated areas are not re-disturbed at a later date.

Rehabilitation of disturbed areas is an expectation of regulators for successful closure management and relinquishment of sites. Rehabilitation is also an expectation of our stakeholders and is important for maintaining a social licence to operate. Progressive rehabilitation that is integrated into mine plans can help to efficiently reduce the potential scope and cost of rehabilitation required at mine closure.

In addition to planned clearing practices, Newcrest actively practices progressive rehabilitation, ensuring that we undertake rehabilitation work on a continual basis throughout the life of a mine. Mine closure plans are developed at each of Newcrest's operating sites and are regularly reviewed and updated throughout the life of the operation.

Each operation sets their own targets for rehabilitation based on a variety of considerations, including regulatory requirements, mine plan objectives, business resources, closure plan objectives and stakeholder considerations. As part of ongoing improvements to the tracking of land disturbance, Newcrest seeks to integrate the understanding of areas of disturbed land versus areas available for rehabilitation in mine plans and work with sites on local improvement objectives for progressive rehabilitation.

At the local level, each site has procedures in place to manage local land disturbances in compliance with the Land Use and Disturbance Management Standard and other relevant Newcrest standards.

We review protected areas and species within the region, and assess whether our operations could potentially impact those biodiversity aspects, and develop management plans, where required. Prior to undertaking work that could lead to vegetation or soil disturbance, pre-disturbance surveys are undertaken that include assessment for protected species. In instances where our operations contain areas of protected habitats, these are managed appropriately in accordance with site-specific plans.

Telfer carried out progressive rehabilitation of selected waste dumps during FY2017, aligned with the final landform designs from the site closure plan. Goswong mine also continued with progressive rehabilitation of the Goswong pit, and Cadia established a biodiversity offset area and rehabilitated areas of the mine footprint in accordance with a progressive rehabilitation plan approved by the regulator.

## CASE STUDY

### HUNDREDS OF HECTARES OF LAND TO BE REHABILITATED

PT NHM, through the Environment department, is conducting extensive land rehabilitation and management projects in the districts of Malifut and Kao, with the aim of restoring the productivity and sustainability of the land.

The local community is involved in the land rehabilitation process, with a total of 69 local villagers engaged to assist in the planting and ongoing management of the trees, as well as to assist with catering and security for the project. Engagement of the local community has been an important part of their personal development to learn about land rehabilitation systems, as well as techniques in practical restoration and cultivation.

The project involves the revegetation of a broad range of native plant species which offer potential commercial value as well as important environmental benefits. This includes establishing mixed plantations with fast growing species. Commercial species of nutmeg, clove and local trees for timber production are being planted, as well as local fast-growing species, such as sengon and saman trees.

So far, approximately 100 hectares of land have been rehabilitated, with the project expected to be completed in 2020. It is anticipated that by the end of the project, 263 hectares of land in Malifut and 1,669 hectares of land in Kao will have been rehabilitated.



Local villagers are engaged to assist with rehabilitation activities, aimed at restoring the productivity and sustainability of the land.

#### BIODIVERSITY

Newcrest recognises that its impacts on biodiversity can arise from a number of sources including operational activities, such as land clearing and management of waste streams. One of the new Environmental Standards released in FY2017 was the Biodiversity Management Standard that collectively supports the management of biodiversity at our sites. Prior to undertaking work that could lead to vegetation or soil disturbance, pre-disturbance surveys are undertaken that include assessment for protected species. In instances where our operations contain areas of protected habitats, these are managed appropriately in accordance with site-specific plans.

During assessments for new projects, detailed environmental assessments are undertaken, including biodiversity aspects. These studies are often conducted in conjunction with local scientific bodies or universities and can help advance knowledge of biodiversity aspects in specific regions.

The new Biodiversity Management Standard approved in December 2016 requires a biodiversity management plan to be developed for each site, taking into consideration protected areas and sensitive or endangered species to complement the processes already implemented under operating permits, risk management processes and regulatory requirements.

Newcrest has established a biodiversity offsets area near the Cadia mine site and during FY2017, Newcrest continued to be a member of the Business and Biodiversity Offsets Programme (BBOP), a collaboration of more than 80 organisations testing and developing best practice on biodiversity offsets and conservation banking worldwide (BBOP website, 2017).

#### ASSESSING AND MANAGING OUR ENVIRONMENTAL IMPACTS

The Newcrest Environmental Policy and Environmental Standards (including a Mine Closure Management Standard) guide the ongoing assessment and mitigation of potential environmental impacts from exploration stage, through project development into active operation and eventual closure. During project development, a series of gating steps are conducted from concept, through pre-feasibility and feasibility into project implementation that assess multiple project risks and environmental aspects. During project permitting, detailed Environment and Social Impact Assessments (ESIAs) are conducted to support approval of the project by regulators and support for the project from stakeholders. Part of this process includes the creation of appropriate environmental management and corrective action plans. Throughout FY2017, detailed environmental impact studies were conducted to support the development of the Wafi-Golpu project in PNG and environmental studies were also conducted to support the Namosi project in Fiji.





## CASE STUDY

### MAKING THE MOST OF PROGRESSIVE REHABILITATION AT TELFER

Telfer is committed to undertaking a progressive rehabilitation program, targeting areas as they become available for final landform rehabilitation, and looking for ways to improve the rehabilitation program into the future.

The current progressive rehabilitation program at Telfer commenced in April 2017 and includes around 60 hectares of rehabilitation across waste rock dumps and borrow pits. This current package of works is due to be completed before the wet season starts in November.

The earthworks are being completed by a contractor specialising in rehabilitation works in similar hard rock environments. The contractor has been proactive in engaging local Martu people into their workforce, and it is planned that Martu involvement will grow from here with a view to continue to upskill, endeavouring to create a Martu rehabilitation works business.

TRIALS ARE BEING IMPLEMENTED TO LOOK AT MAXIMISING THE REHABILITATION PROGRAM INCLUDING INVESTIGATING THE:

- Most efficient mix of rock armour (topsoil to waste rock material) to gain maximum benefit from the topsoil seedbank, and hence sustainable vegetation return;
- Erosive stability of the waste rock;
- Most cost-effective upper surface treatment to control the lateral flow of water; and
- Minimum waste rock encapsulation required over the erosive outer siltstone member waste material.

The work completed to-date has been undertaken to a high standard in both safety and delivery of final rehabilitation landforms.

Progressive rehabilitation underway at Telfer.

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# WATER MANAGEMENT

Newcrest conducts its water management in accordance with the Environmental Policy and Water Management Standard.

Efficient and responsible use of water is an important consideration for each site as a component of sustainable operation and stable production.

Newcrest's sites use water from a variety of sources, such as surface water, groundwater, seawater and mine dewatering. Where practical, water is also recycled to reduce consumption.

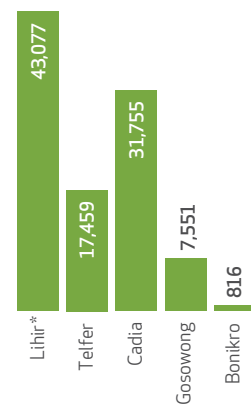
Water extraction, discharge volumes and quality are monitored in accordance with regulatory and internal requirements to mitigate potential impacts and manage risks. Newcrest has adopted the Mineral Council of Australia's Water Accounting Framework to support the reporting of water.

Newcrest has sites in various global regions which can pose challenges from water scarcity or water over-abundance. During a past El Nino drought event in PNG, Lihir reduced their freshwater use and also utilised additional seawater where possible for process plant operation and cooling. At Telfer following a major storm event in FY2017, the mine managed to control the discharge of larger-than-expected volumes of water within regulatory requirements.

Newcrest's recently revised Water Management Standard is progressively being implemented at each site. It is intended to complement and enhance site water monitoring programs and, where required, go beyond regulatory requirements. The Standard requires each Newcrest site to assess water risks and maintain a water management plan and water balance. The plan and water balance are intended to be used to apply appropriate controls for water risks and regularly assess opportunities to improve water recycling and efficiency.

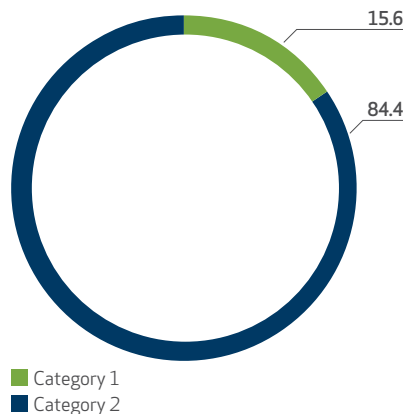
During FY2017, Cadia has been assessing future water needs as part of proposed expansion projects and has been developing a local and regional water strategy that takes into consideration potential regional cumulative effects on available water sources from a variety of stakeholders. Drawdown of the water table from block cave mining at Cadia was also carefully monitored and reported during regular meetings with community stakeholders. Lihir implemented improvements to their water monitoring network, while Telfer, Gosowong and Lihir progressed improvements to their site water balances to support ongoing tracking of water use and water consumption.

**GRAPH 11: TOTAL WATER WITHDRAWN BY SITE FY2017 (ML)**



\* Excludes seawater

**GRAPH 12: TOTAL WATER WITHDRAWN BY CATEGORY FY2017 (%)<sup>(1)</sup>**



<sup>(1)</sup> Based on the MCA Water Accounting Framework. Category 1 represents water that is close to the drinking water standards, as it only requires minimum treatment (disinfection) to be safe for human consumption. Category 2 represents water that is suitable for a range of purposes, subject to appropriate treatment to remove total dissolved solids and/or to adjust other parameters to be safe for human consumption and more sensitive agricultural and recreational purposes.

## CASE STUDY ENVIRONMENTAL MONITORING IMPROVEMENTS AT LIHIR



Improvements have been made to aquatic health monitoring at Lihir, under the advice of experienced aquatic ecologists.

Lihir operations has a comprehensive Environmental Monitoring and Management Plan (EMMP), aimed at the early detection of potential impacts to land, water, air quality and amenity. This reflects our commitment to minimise the harm caused by our operations on the environment.

Earlier this year, Lihir commenced a project aimed at reviewing all its environmental monitoring activities to ensure that accurate data was being collected with the appropriate methodology, that it was analysed and reviewed efficiently, and used proactively to support business decisions. The review also assessed ways to improve training and coaching for the workforce to safely conduct these activities in a scientifically-robust way.

An example of a change that eventuated from the review is the recent improvement to the aquatic health monitoring program. Ecological impacts of water extraction have been monitored through changes in fish and macroinvertebrates communities, along with monitoring of flow, water quality, vegetation and extraction volumes, at several sites in the lower Londolovit River on a quarterly basis.

The review determined the previous methods used to collect data, and the various indicators derived, could be improved to better react to changes in freshwater flows resulting from extraction of water from the Londolovit Weir.

Under the advice of experienced aquatic ecologists, Lihir sought to improve the equipment, methodology and monitoring locations used. Key changes include new types of nets that are capable of higher trapping rates and additional sampling across a range of habitat types.

Analysis of the latest data is showing that there is no significant difference in aquatic ecological health between the Londolovit River, and a comparable "control" site.



## CASE STUDY

### PROBABILISTIC WATER BALANCE MODELS IMPROVE PLANNING, ANALYSIS AND PERFORMANCE

Newcrest's operations are geographically located in areas where water can be viewed as both a scarce resource, and a significant risk during extreme rainfall events.

Water conditions at the operations are in a state of constant change due to variable weather and climatic conditions coupled with infrastructure and production modifications.

The introduction of robust probabilistic water balance models at all sites as a fundamental tool has helped Newcrest's operations better navigate through this complexity by allowing for improved water scenario planning and analysis.

These improvements to the water balances enable each operation to gain greater understanding of the impact and interdependencies of water use across the site, including in the process plant, tailings storage facility (TSF), pit water ponds/sumps, fresh water ponds, groundwater wells, water treatment facilities, and potable water for site facilities.

Site-wide probabilistic water balance models enable operations to optimise water management and minimise operational disruptions related to water quality, use and storage. A water balance is an important tool in identifying the major water flows into the operation, the significant water users on site, and the major discharges of water from the operation. It also provides a practical tool to support operational and closure decision-making and planning of infrastructure requirements across the operation for water supply, storage, reticulation and discharge.

While Newcrest's sites previously had basic water balance models in place, the improved processes monitor current water use, predict future water requirements and identify threats and opportunities to the site water supply. They also provide operations with the ability to estimate water harvesting potential and to consider the possible use of alternative water sources (for example, dewatering water or surface runoff).

The tool can produce outputs for every location within the water circuit on a daily, monthly and annual basis. This includes flows from the potable and freshwater sources, within the tailings and processing circuit, dewatering discharges, consumption within ancillary activities (for example, batch plants), storage volumes in major water storage infrastructure, TSF volumes, and site discharges. As water quality data, such as tailings seepage quality, becomes available, this information can be added to the model with the contaminant transport module, allowing the dynamic simulation of chemical mass throughout the system.

The tool can also simulate the post-closure period to determine infrastructure requirements for water management. This includes the ability to modify facility closure dates, post closure land use characteristics, and simulate different closure scenarios (for example, cover designs and rehabilitation methodology).

The probabilistic water balance model forms part of Newcrest's water management strategy and planning process highlighting key issues, strategic options for water supply and management.

FIGURE 2: LIHIR FLOW MAP OF THE PLANT AREA (NOTE: DIFFERENT COLOURS REFER TO DRAINAGE, NOT LAND IMPACT)



FIGURE 3: OVERVIEW OF LIHIR SITE WITH CATCHMENTS AND FEATURES



# WASTE AND TAILINGS MANAGEMENT

Waste rock and tailings are our two largest waste streams, which are managed on an ongoing basis to facilitate long-term geochemical and physical stability.

## WASTE ROCK

Waste rock is defined as the barren (non-mineralised) rock in a mine or mineralised material that is too low in grade to be mined and milled economically. At all sites operated by Newcrest, other than Lihir, waste rock from mining activities is disposed of in purpose-built, engineered waste rock dump structures or, when appropriate, used for construction (such as road base). In the case of Lihir, other than waste rock used for construction purposes, waste rock is disposed of via offshore submarine waste rock placement. This waste rock placement method has been adopted in accordance with the Lihir environmental permits following extensive environmental impact assessment of this method and alternatives.

## TAILINGS MANAGEMENT AND DEEP SEA TAILINGS PLACEMENT

Tailings are the waste material from ore after the economically recoverable metals and minerals have been extracted. At Cadia, Telfer, Bonikro, and Gosowong, tailings are stored in engineered TSFs that are regularly inspected according to regulatory and internal requirements.

Potential risks associated with management of tailings storage facilities are included within the Newcrest Material Risk assessment process that helps to identify hazards and apply controls for regular verification. In addition to these risk assessments, the Geotechnical section also conducts a series of internal and external technical reviews of each of the TSFs on a rolling annual schedule.

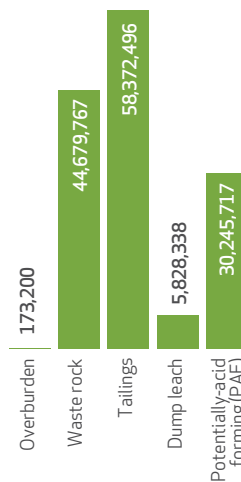
Following a comprehensive risk assessment of social, environmental and safety aspects, DSTP was chosen as the preferred tailings management method for Lihir. Rigorous technical, environmental and social studies were undertaken prior to the approval of the Lihir DSTP system by the PNG Government. Monitoring of the DSTP system is undertaken based on an EMMP that has been approved by the regulator, with Lihir also maintaining an ISO14001-certified Environmental Management System (EMS).

In addition, all Newcrest operations have ERTs on site who are trained and equipped to manage a variety of situations including potential incidents related to tailings management.

## THE FOLLOWING SITE AND PROJECT ACTIVITIES OCCURRED DURING THE REPORTING PERIOD, RELATING TO WASTE ROCK AND TAILINGS MANAGEMENT

- Two new environment standards for TSFs and DSTP were released and gap assessments conducted at Gosowong and Lihir. Gap assessments for other sites are planned for FY2018;
- Ongoing development of Newcrest's Wafi-Golpu project in PNG, including continued assessment of options for tailings storage management;
- As part of a regular annual schedule of reviews for each of our sites, the Geotechnical section continued reviews of TSFs with third-party specialists to assess current performance, effectiveness of management systems and track progress of improvement opportunities;
- Cadia progressed improvements to the southern TSF, and commenced construction of additional buttressing during current lifts of the TSF walls to add an additional layer of conservatism to the design which was approved by the regulator. Following a seismic event at Cadia in 2017, there was no measured impact to the stability of the TSFs;
- Following regulatory approval, Gosowong commenced use of a western extension to their TSF that increased the available storage capacity;

GRAPH 13: TOTAL WASTE BY TYPE FY2017 (t)



- Bonikro redesigned the armouring of the waste rock dumps at Hiré to reduce potential erosion; and
- Lihir carried out a survey of the seabed and ocean currents related to ongoing regular monitoring of the DSTP system using a specialised survey vessel equipped with latest technology (refer to case study on page 83).



# CASE STUDY

## STATE-OF-THE-ART MARINE MONITORING



Newcrest utilised a state-of-the-art marine research vessel, the *Rainbow Fish MV Zhang Jian*, to assist with environmental marine surveys for the Wafi-Golpu project and Lihir to study DSTP.

The *Rainbow Fish MV Zhang Jian* was contracted to conduct environmental marine monitoring activities, with government and community representatives taking the opportunity to observe the survey work (above right).



The research vessel was on its maiden voyage to PNG in August and September 2016 and was contracted to conduct sea floor and marine sediment surveys for the Wafi-Golpu project and Lihir mine. The vessel was used for the Wafi-Golpu project to help assess the potential for use of DSTP which is ongoing as part of the project feasibility study. Following the survey at Lae for Wafi-Golpu, the vessel also visited Lihir to support ongoing environmental monitoring activities associated with the DSTP system at the mine. Monitoring of the DSTP system at Lihir is undertaken based on an EMMP that has been approved by the regulator.

The *Rainbow Fish MV Zhang Jian* is specifically designed for deep-sea research, containing state-of-the-art technology, to map the seabed, measure ocean currents, sample water quality and collect seafloor samples.

Representatives from the Mineral Resources Authority, the Conservation and Environment Protection Authority, Lihir Mining Area Landowners Association and the Nimamar Local Level Government welcomed the initiative by Lihir to utilise the research vessel to complement the site's daily, weekly and monthly monitoring undertaken by the site environment team. Several government and community representatives also accepted an invitation to observe the marine survey work at Lihir from onboard the vessel.

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# ENERGY AND CLIMATE CHANGE

Newcrest recognises mining as an energy-intensive activity. We endeavour to use energy efficiently across all our sites and utilise our Edge business improvement program to progressively identify and implement improvements.

During FY2017, our Environmental Policy was updated in consideration of climate change aspects. We continue to establish and document processes to identify and manage risks and opportunities for the efficient use of energy and water, manage emissions linked with climate change, and decrease waste generation to reduce the Company's environmental footprint at our sites. For example, geothermal energy has been used at our Lihir operation for several years to supplement the electricity generated to operate the mine and provide power for local communities.

Newcrest participates in a Mineral Council of Australia working group to monitor environmental regulatory conditions and industry initiatives relating to climate change and greenhouse gas emissions and adapt our operations to changing requirements as needed.

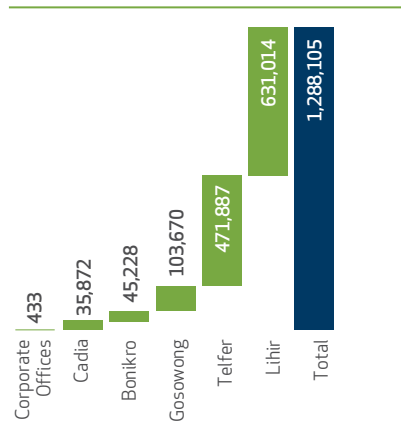
Newcrest reports on greenhouse gas emissions from its Australian activities to the regulator as part of the Australian Government's National Greenhouse and Energy Reporting (NGER) Scheme, a reporting system for greenhouse gas emissions, energy production and consumption, which applies to companies above a certain threshold of emissions. For FY2017, a safeguard limit for Telfer and Cadia was set with the Clean Energy Regulator based on reported carbon emissions over the past five years to guide the management of future emissions.

Newcrest reports on gross Scope 1 emissions (fuel and energy produced or consumed and greenhouse gas emissions produced directly by the Company)<sup>(1)</sup> and gross Scope 2 emissions (greenhouse gas emissions from consumption of electricity, heat or steam imported from sources outside the Company boundaries) at each of Newcrest's Australian sites. Refer to [www.climatechange.gov.au/reporting](http://www.climatechange.gov.au/reporting) for further information.

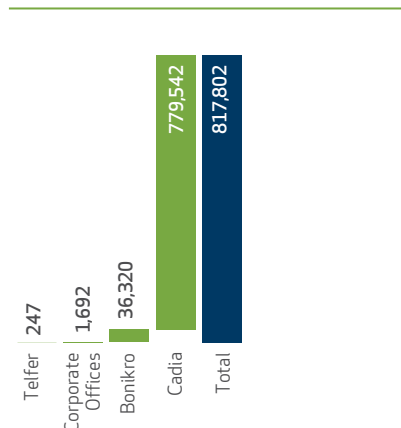
During FY2017, Newcrest commenced expanding the level of annual data collection on energy consumption and greenhouse emissions data at our overseas sites to align with the level of information collected from our Australian sites for NGER reporting. During FY2018, these data collection processes will be further embedded to support the establishment of a Company baseline for energy and greenhouse emissions. These baselines will then guide the development of a Company strategy on climate change and site-based objectives for energy efficiency and greenhouse emissions that complement ongoing Edge business improvement and efficiency projects.

Data from information reported in October 2016 on tonnes of carbon dioxide emitted from our Australian sites was consistent with values from the previous year. It is noted, however, that Scope 1 emissions from Telfer, which generates its own power from natural gas-fired turbines, are significantly higher than the emissions from Cadia, which purchases electricity from the grid and has progressively installed conveyors to move ore from underground, helping reduce diesel emissions from truck operations.

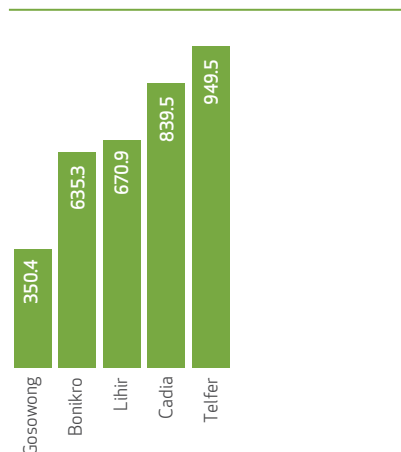
**GRAPH 14: SCOPE 1 EMISSIONS BY SITE FY2017 (t CO<sub>2</sub>e)**



**GRAPH 15: SCOPE 2 EMISSIONS BY SITE FY2017 (t CO<sub>2</sub>e)**

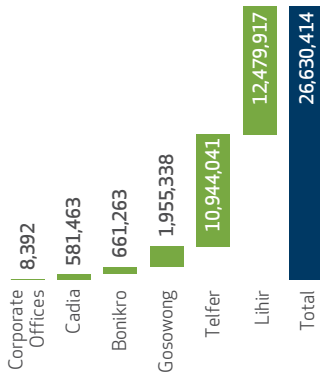


**GRAPH 16: GHG EMISSION INTENSITY BY SITE FY2017 (kg CO<sub>2</sub>e/Oz Aue)**

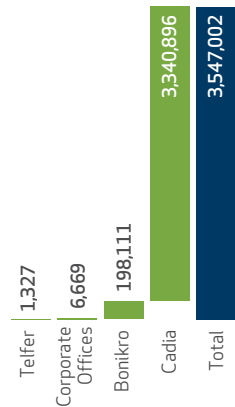


<sup>(1)</sup> These emissions include biogenic CO<sub>2</sub> emissions from site-based waste water treatment plants.

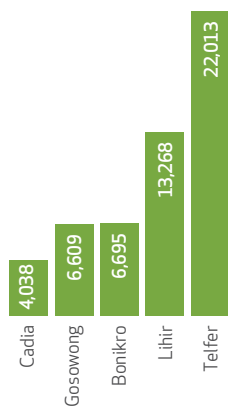
**GRAPH 17: DIRECT ENERGY CONSUMPTION BY SITE FY2017 (GJ)**



**GRAPH 18: INDIRECT ENERGY CONSUMPTION BY SITE FY2017 (GJ)**



**GRAPH 19: ENERGY INTENSITY BY SITE FY2017 (MJ/Oz Aue)**



## CASE STUDY

### ENERGY: EVERY LITTLE BIT COUNTS

Diesel generators at our exploration camps in Fiji have been replaced with solar panels, with an expected annual diesel reduction of 45,000 litres.

Solar panels at Newcrest's exploration camps in Fiji are reducing diesel usage.

The solar panels have been installed at the Wainikatama and Waisoi exploration camps, which are used as a base for Namosi joint venture field programs, including exploration and environmental studies.

After identifying the opportunity to swap from diesel to solar, the team worked with a local Fiji supplier to install the new system.

The solar panels will replace the use of diesel generators during periods when there is minimal activity at the camps.

Benefits include minimisation of greenhouse gas emissions, reduction in fuel truck movements on local unsealed roads and costs savings through lower diesel usage and reduced maintenance costs.





# Data Tables





## ENVIRONMENT

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>EN3</b>										
<b>Energy consumption within the organisation (GJ) FY2017</b>										
Total electricity used	<b>9,720,575</b>	3,404,941	2,306,626	3,340,896	463,332	198,111	0	0	0	6,669
Diesel (ADO)	<b>8,372,227</b>	7,130,346	8,420	0	1,233,461	0	0	0	0	0
Natural gas	<b>7,109,093</b>	0	7,109,093	0	0	0	0	0	0	0
<b>Total – electricity (Scope 1)</b>	<b>15,481,320</b>	7,130,346	7,117,513	0	1,233,461	0	0	0	0	0
Petrol (ULP)	<b>8,384</b>	8,078	55	251	0	0	0	0	0	0
Diesel (ADO)	<b>4,440,455</b>	1,759,774	1,407,118	459,105	201,902	612,556	0	0	0	0
Liquefied Petroleum Gas (LPG)	<b>9,446</b>	0	524	1,010	0	7,870	0	0	0	42
Pipeline Natural Gas (PNG)	<b>8,297</b>	0	0	0	0	0	0	0	0	8,297
Aviation gas	<b>0</b>	0	0	0	0	0	0	0	0	0
Jet fuel	<b>0</b>	0	0	0	0	0	0	0	0	0
Acetylene	<b>884</b>	330	79	71	176	195	0	0	0	33
Oil	<b>255,059</b>	106,516	29,875	83,229	17,164	18,275	0	0	0	0
Grease	<b>12,133</b>	2,663	4,113	2,650	1,349	1,358	0	0	0	0
Hydraulic fluid	<b>2,297</b>	0	44	2,253	0	0	0	0	0	0
<b>Total – non-transport (includes on-site mobile fleet)</b>	<b>4,736,955</b>	1,877,361	1,441,808	548,569	220,592	640,254	0	0	0	8,372
Aviation gas	<b>16,418</b>	0	0	0	16,418	0	0	0	0	0
Diesel (ADO)	<b>184,938</b>	30,058	79,422	32,894	21,536	21,009	0	0	0	19
Jet fuel	<b>37,212</b>	37,212	0	0	0	0	0	0	0	0
<b>Total – transport</b>	<b>238,568</b>	67,270	79,422	32,894	37,954	21,009	0	0	0	19
<b>Total – petroleum products used</b>	<b>7,459,223</b>	154,799	7,143,783	89,464	35,107	27,698	0	0	0	8,372
<b>Total – diesel used</b>	<b>12,997,621</b>	8,920,178	1,494,960	491,999	1,456,899	633,565	0	0	0	19
<b>Total – electricity (Scope 2)</b>	<b>3,547,003</b>	0	1,327	3,340,896	0	198,111	0	0	0	6,669
<b>Total – energy consumption</b>	<b>30,177,417</b>	12,479,917	10,945,368	3,922,358	1,955,338	859,374	0	0	0	15,061

## ENVIRONMENT CONTINUED

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>EN5</b>										
<b>Energy intensity FY2017</b>										
<b>Energy intensity by tonnes processed (MJ/t)</b>	<b>491</b>	960	517	163	3,444	315	0	0	0	0
<b>Energy intensity by gold produced includes gold equivalent (MJ/Oz)</b>	<b>10,651</b>	13,268	22,013	4,038	6,609	6,695	0	0	0	0

<b>EN8</b>										
<b>Water withdrawal by source (ML) FY2017</b>										
<b>Category 1<sup>(1)</sup></b>										
Surface water	<b>50,671</b>	29,862	0	19,065	1,208	536	0	0	0	0
Ground water	<b>1,462</b>	0	1,136	41	4	281	0	0	0	0
Sea water	<b>0</b>	0	0	0	0	0	0	0	0	0
Geothermal water	<b>0</b>	0	0	0	0	0	0	0	0	0
Third-party water	<b>1,137</b>	0	0	1,137	0	0	0	0	0	0
<b>Total - water withdrawn by source (Category 1) (ML)</b>	<b>53,270</b>	29,862	1,136	20,243	1,212	816	0	0	0	0
<b>Category 2<sup>(1)</sup></b>										
Surface water	<b>10,532</b>	62	0	10,470	0	0	0	0	0	0
Ground water	<b>36,857</b>	13,153	16,323	1,042	6,339	0	0	0	0	0
Sea water	<b>240,714</b>	240,714	0	0	0	0	0	0	0	0
Geothermal water	<b>0</b>	0	0	0	0	0	0	0	0	0
Third-party water	<b>0</b>	0	0	0	0	0	0	0	0	0
<b>Total - water withdrawn by source (Category 2) (ML)</b>	<b>288,103</b>	253,929	16,323	11,512	6,339	0	0	0	0	0
<b>Total - water withdrawn (ML)</b>	<b>341,372</b>	283,791	17,459	31,755	7,551	816	0	0	0	0

<b>EN10</b>										
<b>Water recycled and reused FY2017<sup>(2)</sup></b>										
<b>Total volume reused (ML)</b>	<b>59,679</b>	13,481	6,570	36,625	140	2,863	0	0	0	0
<b>Reused (%)</b>	<b>38</b>	24	27	54	3	78	0	0	0	0

<sup>(1)</sup> Based on the MCA Water Accounting Framework. Category 1 represents water that is close to the drinking water standards, as it only requires minimum treatment (disinfection) to be safe for human consumption. Category 1 water may be used for all purposes. Category 2 represents water that is suitable for a range of purposes, subject to appropriate treatment to remove total dissolved solids and/or to adjust other parameters to be safe for human consumption and more sensitive agricultural and recreational purposes.

<sup>(2)</sup> Percentage of water recycled and reused within our operations is based on the total volume of water recycled divided by the total volume of water consumed during the reporting period. This excludes seawater abstraction at Lihir, which is not introduced into the processing circuit for the purpose of ore processing. Total volume of water recycled includes Tailings Storage Facility return water and plant recirculation. Total volume of water consumed is the summation of total water abstracted and total water recycled.

**MM1**

**Land disturbed and not yet rehabilitated prior to reporting period (ha) (A)**

Company	8,159	8,182	8,843	7,553
Lihir	537	703	1,300	750
Telfer	5,302	5,194	4,690	4,261
Cadia	1,249	1,285	1,359	1,949
Gosowong	189	189	367	NA
Hidden Valley	-	744	530	NA
Bonikro	881	44	562	562
Exploration	0	0	0	0
Namosi	0	22	31	31
Wafi-Golpu	0	0	4	NA
Corporate Offices	0	0	0	0

**Amount of land newly disturbed within the reporting period (ha) (B)**

Company	254	750	750	984
Lihir	0	43	708	746
Telfer	46	504	0	145
Cadia	0	0	0	89
Gosowong	200	200	0	0
Hidden Valley	-	2	40	NA
Bonikro	7	0	0	NA
Exploration	0	0	0	0
Namosi	0	1	0	4
Wafi-Golpu	0	0	2	NA
Corporate Offices	0	0	0	0

**Amount of land newly rehabilitated within the reporting period to the agreed end use (ha) (C)**

Company	232	240	286	313
Lihir	0	0	231	192
Telfer	0	0	0	4
Cadia	0	36	36	108
Gosowong	189	189	11	0
Hidden Valley	-	0	3	NA
Bonikro	43	14	0	0
Exploration	0	0	0	0
Namosi	0	1	2	9
Wafi-Golpu	0	0	3	0
Corporate Offices	0	0	0	0

**Land disturbed and not yet rehabilitated (ha) (D = A+B-C)**

Company	8,180	8,691	9,307	8,713
Lihir	537	746	1,777	1,300
Telfer	5,349	5,697	4,690	4,886
Cadia	1,249	1,249	1,323	1,764
Gosowong	200	200	356	180
Hidden Valley	-	746	567	NA
Bonikro	845	31	562	NA
Exploration	0	0	0	0
Namosi	0	22	29	21
Wafi-Golpu	0	0	3	0
Corporate Offices	0	0	0	0

"NA" is not available.  
 "-" is not applicable.

## ENVIRONMENT CONTINUED

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>EN15</b>										
<b>Direct greenhouse gas (GHG) emissions (Scope 1) by source (t CO<sub>2</sub>e) FY2017</b>										
Natural gas	<b>366,759</b>	0	366,332	0	0	0	0	0	0	428
Diesel (power generation)	<b>587,730</b>	500,550	591	0	86,589	0	0	0	0	0
Liquefied petroleum gas (LPG)	<b>572</b>	0	32	61	0	477	0	0	0	3
Automotive diesel (transport)	<b>13,037</b>	2,119	5,599	2,319	1,518	1,481	0	0	0	1
Automotive gasoline (petrol)	<b>569</b>	548	4	17	0	0	0	0	0	0
Aviation gasoline (avgas)	<b>1,112</b>	0	0	0	1,112	0	0	0	0	0
Aviation turbine (jet fuel)	<b>2,613</b>	2,613	0	0	0	0	0	0	0	0
Grease	<b>43</b>	9	14	9	5	5	0	0	0	0
Lubricating oil	<b>3,546</b>	1,481	415	1,157	239	254	0	0	0	0
Diesel (haul & production)	<b>311,719</b>	123,536	98,780	32,229	14,173	43,001	0	0	0	0
Acetylene	<b>29</b>	0	4	4	9	10	0	0	0	2
<b>Direct greenhouse gas (GHG) emissions (Scope 1) by gas (t CO<sub>2</sub>e) FY2017</b>										
Carbon dioxide (CO <sub>2</sub> )	<b>1,282,826</b>	628,162	470,375	35,639	103,190	45,029	0	0	0	432
Methane (CH <sub>4</sub> )	<b>2,081</b>	894	927	48	146	65	0	0	0	1
Nitrous oxide (N <sub>2</sub> O)	<b>3,110</b>	1,958	562	121	334	135	0	0	0	0
Hydrofluorocarbons (HFCs)	<b>0</b>	0	0	0	0	0	0	0	0	0
Perfluorocarbons (PFCs)	<b>0</b>	0	0	0	0	0	0	0	0	0
Sulphur hexafluoride (SF <sub>6</sub> )	<b>88</b>	0	23	65	0	0	0	0	0	0
<b>Total - Scope 1 greenhouse gas emissions</b>	<b>1,288,105</b>	631,014	471,887	35,872	103,670	45,229	0	0	0	433
<b>EN16</b>										
<b>Indirect greenhouse gas (GHG) emissions (Scope 2) (t CO<sub>2</sub>e) FY2017</b>										
<b>Total - Scope 2 greenhouse gas emissions</b>	<b>817,802</b>	0	247	779,542	0	36,320	0	0	0	1,692
<b>EN18</b>										
<b>Greenhouse gas (GHG) emissions intensity FY2017</b>										
<b>GHG intensity by tonnes processed (kg CO<sub>2</sub>e/t)</b>	<b>34</b>	49	22	34	183	30	0	0	0	0
<b>GHG intensity by gold produced includes gold equivalent (kg CO<sub>2</sub>e/Oz)</b>	<b>743</b>	671	950	840	350	635	0	0	0	0

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>EN24</b>										
<b>Significant spills (L) FY2017</b>										
<b>Spills to land</b>	<b>0</b>	0	0	0	0	0	0	0	0	0
Diesel	0	0	0	0	0	0	0	0	0	0
Coolant	0	0	0	0	0	0	0	0	0	0
Oils	0	0	0	0	0	0	0	0	0	0
Tailings	0	0	0	0	0	0	0	0	0	0
Process water	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>Total spills to land</b>	<b>0</b>	0	0	0	0	0	0	0	0	0
<b>Spills to water</b>	<b>0</b>	0	0	0	0	0	0	0	0	0
Diesel	0	0	0	0	0	0	0	0	0	0
Coolant	0	0	0	0	0	0	0	0	0	0
Oils	0	0	0	0	0	0	0	0	0	0
Tailings	0	0	0	0	0	0	0	0	0	0
Process water	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>Total spills to water</b>	<b>0</b>	0	0	0	0	0	0	0	0	0

FY2017    FY2016    FY2015    FY2014

<b>MM3</b>				
<b>Waste rock (kt)</b>				
Company	FY2017	FY2016	FY2015	FY2014
<b>Company</b>	<b>44,680</b>	23,472	27,677	62,058
Lihir	16,680	1,505	5,934	12,077
Telfer	10,409	6,688	7,221	20,795
Cadia	25	0	6	51
Gosowong	218	263	325	4,839
Hidden Valley	-	3,613	8,383	16,485
Bonikro	17,348	11,404	5,808	7,811
Exploration	0	0	0	0
Namosi	0	0	0	0
Wafi-Golpu	0	0	0	0
Corporate Offices	0	0	0	0
<b>Tailings (kt)</b>				
<b>Company</b>	<b>58,372</b>	58,690	61,852	57,596
Lihir	13,091	12,936	10,775	9,929
Telfer	18,318	17,559	21,918	21,124
Cadia	23,666 <sup>(1)</sup>	21,749	22,797	19,741
Gosowong	565	479	738	826
Hidden Valley	-	3,456	3,647	4,002
Bonikro	2,732	2,510	1,976	1,974
Exploration	0	0	0	0
Namosi	0	0	0	0
Wafi-Golpu	0	0	0	0
Corporate Offices	0	0	0	0
<b>Total waste rock and tailings (kt)</b>	<b>103,052</b>	82,162	89,529	119,654

<sup>(1)</sup> As a result of the seismic event in April 2017, Cadia processed ore previously classified as low-grade waste, which was converted to tailings.

"-" is not applicable.

## ECONOMIC

FY2017 FY2016 FY2015 FY2014

### EC5

#### Entry level wage as a percentage of local minimum wage (%)

Lihir	131	141	253	339
Telfer	271	329	331	325
Cadia	275	322	322	319
Gosowong	124	238	144	149
Hidden Valley	-	113	143	185
Bonikro	111	214	197	217
Exploration	303	356	354	354
Namosi	162	140	140	138
Wafi-Golpu	131	143	149	0
Corporate Offices	244	263	262	262

### EC6

#### Proportion of senior management from the local community (%)<sup>(1)</sup>

Company	56.0	66.1	11.3	37.3
Lihir	20.8	20.0	0.0	8.3
Telfer	100.0	100.0	0.0	0.0
Cadia	100.0	100.0	100.0	100.0
Gosowong	4.0	5.6	3.4	5.9
Hidden Valley	-	0.0	0.0	22.2
Bonikro	0.0	0.0	0.0	9.1
Exploration	0.0	NA	NA	NA
Namosi	100.0	0.0	75.0	71.4
Wafi-Golpu	0.0	0.0	0.0	0.0
Corporate Offices	93.2	0.0	0.0	0.0

Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
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### EC9

#### Proportion of spending on local suppliers (%) FY2017<sup>(2)</sup>

Goods and supplies purchased locally	78.9	24.0	84.0	98.0	93.0	55.0	-	98.0	-	100.0
Services purchased locally	94.1	71.0	99.0	98.0	95.0	100.0	-	96.0	-	100.0

"NA" is not available.

"-" is not applicable.

<sup>(1)</sup> Definitions of "senior managers":

- Corporate: Level 3.1 and above
- Exploration: Level 3.1 and above (Minerals and Offshore Minerals)
- Lihir: Level 3.1 and above
- Gosowong: Level 3.1 and above
- Bonikro: Level 3.1 and above
- Telfer: Level 3.1 and above
- Cadia: Level 3.1 and above
- Namosi: Level 3.1 and above

Definitions of "local communities":

- Corporate: Australian citizens/permanent residents
- Lihir: Papua New Guinea nationals
- Gosowong: Citizens that have Maluku Utara identification
- Bonikro: Côte d'Ivoire national employees
- Telfer: Australian citizens/permanent residents
- Cadia: Australian citizens/permanent residents
- Namosi: Fiji national employees

<sup>(2)</sup> Definitions of "local employees":

- Bonikro: Employees who are Côte d'Ivoire nationals.
- Cadia: Employees who are Australian nationals or have work rights to work in Australia.
- Gosowong: Employees who have resided within the North Maluku area for a minimum of five years.
- Lihir: Employees who are PNG nationals.
- Telfer: Employees who are Australian nationals or have work rights to work in Australia.

## SOCIETY

FY2017 FY2016 FY2015 FY2014

## S05

## Confirmed incidents of corruption (#)

Company	0	0	0	0
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FY2017 FY2016 FY2015 FY2014

## S06

## Value of financial and in-kind contributions to political parties, politicians and related institutions (USD)

Company	0	0	0	0
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Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
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## S07

## Legal actions for anti-competitive behaviour, anti-trust and monopoly practices FY2017

Total value of significant fines (USD)	0	0	0	0	0	0	0	0	0
Total number of non-monetary sanctions (#)	0	0	0	0	0	0	0	0	0
Total cases brought through dispute resolution mechanisms (#)	0	0	0	0	0	0	0	0	0

## S08

## Significant fines and non-monetary sanctions for non-compliance with laws and regulations FY2017

Total value of significant fines (USD)	0	0	0	0	0	0	0	0	0
Total number of non-monetary sanctions (#)	0	0	0	0	0	0	0	0	0
Total cases brought through dispute resolution mechanisms (#)	0	0	0	0	0	0	0	0	0

FY2017 FY2016 FY2015 FY2014

## MM9

## Operations where resettlements took place

Company (#)	1	0	0	0
Percentage of operations (%)	20	0	0	0

## HUMAN RIGHTS

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>HR3</b>										
<b>Incidents of discrimination (#) FY2017</b>										
Number of incidents of discrimination (based on race, colour, sex, religion, political opinion, national extraction or social origin).	<b>18</b>	8	5	5	0	0	0	0	0	0
<b>Status of incidents and actions taken</b>										
Has the incident/s been reviewed by the organisation?	<b>Refer to site level</b>	Yes	Yes	Yes	-	-	-	-	-	-
Have remediation plans being implemented?	<b>Refer to site level</b>	Yes	Yes	Yes	-	-	-	-	-	-
Have remediation plans been implemented and results reviewed through routine internal management review processes?	<b>Refer to site level</b>	Yes	Yes	Yes	-	-	-	-	-	-
Is the incident/s still subject to action/s?	<b>Refer to site level</b>	No	No	No	-	-	-	-	-	-

**FY2017**   FY2016   FY2015   FY2014

<b>HR5</b>										
<b>Number of operations at significant risk for incidents of child labour (#)</b>										
<b>Company</b>							<b>0</b>	0	0	0

<b>HR6</b>										
<b>Number of operations identified as having significant risk for incidents of forced or compulsory labour (#)</b>										
<b>Company</b>							<b>0</b>	0	0	0

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>HR7</b>										
<b>Security personnel directly employed who are trained in human rights policies or procedures FY2017</b>										
Percentage of security personnel trained (%)	<b>94</b>	85	100	100	100	100	0	90	100	100
Total number of third party organisations' security personnel trained in Newcrest's human rights policies and procedures (#)	<b>407</b>	106	7	7	151	134	2	0	0	0

**FY2017**   FY2016   FY2015   FY2014

<b>HR8</b>										
<b>Total number of incidents of indigenous rights (#)</b>										
<b>Company</b>							<b>0</b>	0	1	0

"-" is not applicable.



## LABOUR PRACTICES AND DECENT WORK

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>LA1</b>										
<b>New employee hires and employee turnover FY2017</b>										
<b>Employment Type</b>										
Total full-time employees (#)	<b>5,586</b>	2,376	431	642	1,056	531	11	93	133	313
Total new full-time hires (#)	<b>729</b>	395	75	34	25	72	0	23	31	74
Full-time employee turnover (#)	<b>698</b>	246	70	126	121	30	2	35	7	61
Full-time employee turnover to total full-time (%)	<b>12.5</b>	10.4	16.2	20.1	11.5	5.6	18.2	37.6	5.3	19.5
Full-time employee turnover to all employees (%)	<b>12.4</b>	10.4	16.0	19.6	11.5	5.6	18.2	34.7	5.2	18.5
Total part-time employees (#)	<b>49</b>	0	7	16	0	0	0	8	1	17
Total new part-time hires (#)	<b>6</b>	0	1	0	0	0	0	2	0	3
Part-time employee turnover (#)	<b>7</b>	0	1	1	0	0	0	0	0	5
Part-time employee turnover to total part-time (%)	<b>14.3</b>	0.0	14.3	6.3	0.0	0.0	0.0	0.0	0.0	29.4
Part-time employee turnover to total employees (%)	<b>0.1</b>	0.0	0.2	0.2	0.0	0.0	0.0	0.0	0.0	1.5
<b>Gender</b>										
Total males employed (#)	<b>4,936</b>	2,098	393	578	973	480	6	90	114	204
Total new male hires (#)	<b>600</b>	335	64	29	25	64	0	22	22	39
Male turnover (#)	<b>608</b>	216	57	109	118	26	2	31	7	42
Male turnover (of male employees) (%)	<b>12.3</b>	10.3	14.5	18.9	12.1	5.4	33.3	34.4	6.1	20.6
Male turnover (of all employees) (%)	<b>10.8</b>	9.1	13.0	17.0	11.2	4.9	18.2	30.7	5.2	12.7
Females employed (#)	<b>682</b>	278	45	64	83	51	5	11	19	126
Total new female hires (#)	<b>135</b>	60	12	5	0	8	0	3	9	38
Female turnover (#)	<b>97</b>	30	14	18	3	4	0	4	0	24
Female turnover (of female employees) (%)	<b>14.2</b>	10.8	31.1	28.1	3.6	7.8	0.0	36.4	0.0	19.0
Female turnover (of all employees) (%)	<b>1.7</b>	1.3	3.2	2.8	0.3	0.8	0.0	4.0	0.0	7.3
<b>Age Group</b>										
Total employees < 30 (#)	<b>620</b>	301	53	111	48	53	1	6	17	30
Total new hires <30 (#)	<b>155</b>	82	12	11	1	23	0	4	6	16
Employees <30 turnover (#)	<b>72</b>	16	9	14	5	15	0	6	0	7
Turnover employees < 30 (of total employees) (%)	<b>1.3</b>	0.7	2.1	2.2	0.5	2.8	0.0	5.9	0.0	2.1
Total employees 30-50 (#)	<b>4,051</b>	1,601	275	440	917	423	5	74	103	213
Total new hires 30-50 (#)	<b>494</b>	283	52	20	16	45	0	16	20	42
Employees 30-50 turnover (#)	<b>438</b>	169	44	68	78	15	2	24	2	36
Turnover employees 30-50 (of total employees) (%)	<b>7.8</b>	7.1	10.0	10.6	7.4	2.8	18.2	23.8	1.5	10.9
Total employees 50+ (#)	<b>945</b>	474	110	91	91	55	5	19	13	87
Total new hires 50+ (#)	<b>86</b>	30	12	3	8	4	0	5	5	19
Employees 50+ turnover (#)	<b>195</b>	61	18	45	38	0	0	5	5	23
Turnover employees 50+ (of total employees) (%)	<b>3.5</b>	2.6	4.1	7.0	3.6	0.0	0.0	5.0	3.8	7.0

## LABOUR PRACTICES AND DECENT WORK CONTINUED

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>LA3</b>										
<b>Return to work and retention rates after parental level, by gender FY2017</b>										
Male employees entitled to parental leave (#)	<b>4,936</b>	2,098	393	578	973	480	6	90	114	204
Female employees entitled to parental leave (#)	<b>682</b>	278	45	64	83	51	5	11	19	126
Male employees that took parental leave (#)	<b>6</b>	3	1	1	0	0	0	0	0	1
Female employees that took parental leave (#)	<b>75</b>	25	7	16	6	5	0	0	1	15
Male employees that returned to work after parental leave (#)	<b>5</b>	3	1	0	0	0	0	0	0	1
Female employees that returned to work after parental leave (#)	<b>62</b>	25	4	14	6	4	0	0	0	9
Male employees that returned to work after parental leave and employed 12 months after returning to work (#)	<b>1</b>	0	1	0	0	0	0	0	0	0
Female employees that returned to work after parental leave and employed 12 months after returning to work (#)	<b>26</b>	5	1	7	10	0	0	0	0	3
Retention rate of male employees who took parental leave (%)	<b>17</b>	0	100	0	0	0	0	0	0	0
Retention rate of female employees who took parental leave (%)	<b>35</b>	20	14	44	100	0	0	0	0	20

FY2017    FY2016    FY2015    FY2014

<b>LA6</b>										
<b>Lost Time Injury Frequency Rate (LTIFR) (per million hours worked)</b>										
Company	<b>0.6</b>	0.7	0.4	0.6						
Lihir	<b>0.1</b>	0.2	0.1	0.2						
Telfer	<b>1.2</b>	0.6	1.3	4.0						
Cadia	<b>2.3</b>	2.7	1.3	0.6						
Gosowong	<b>0.9</b>	0.6	0.0	0.0						
Hidden Valley	-	1.3	0.3	0.3						
Bonikro	<b>0.6</b>	0.3	0.0	1.8						
Exploration	<b>0.0</b>	0.0	3.4	0.0						
Namosi	<b>0.0</b>	0.0	0.0	0.0						
Wafi-Golpu	<b>0.0</b>	0.0	0.0	0.0						
Corporate Offices	<b>0.0</b>	1.3	0.0	1.0						
<b>Total Recordable Injury Frequency Rate (TRIFR) (per million hours worked)</b>										
Company	<b>3.3</b>	3.7	3.6	3.1						
Lihir	<b>0.7</b>	0.6	1.1	1.0						
Telfer	<b>10.7</b>	10.9	10.7	8.6						
Cadia	<b>10.7</b>	10.6	8.1	6.3						
Gosowong	<b>2.4</b>	4.3	4.4	2.7						
Hidden Valley	-	2.7	2.1	2.2						
Bonikro	<b>0.9</b>	0.9	1.2	3.5						
Exploration	<b>2.9</b>	10.7	10.2	0.0						
Namosi	<b>0.0</b>	0.0	0.0	7.7						
Wafi-Golpu	<b>0.0</b>	0.0	0.0	1.0						
Corporate Offices	<b>0.0</b>	2.6	0.0	1.9						

\*- is not applicable.

**LA6** continued**Lost Time Injury Frequency Rate (LTIFR) by employee type (per million hours worked) FY2017**

Company	0.7	0.5
Lihir	0.0	0.1
Telfer	2.4	0.9
Cadia	3.7	1.4
Gosowong	1.3	0.0
Bonikro	0.0	1.1
Exploration	0.0	0.0
Namosi	0.0	0.0
Wafi-Golpu	0.0	0.0
Corporate Offices	0.0	0.0

**Total Recordable Injury Frequency Rate (TRIFR) by employee type (per million hours worked) FY2017**

Company	2.2	4.2
Lihir	0.5	0.8
Telfer	8.2	11.4
Cadia	10.4	10.9
Gosowong	2.1	3.3
Bonikro	0.7	1.1
Exploration	7.0	1.3
Namosi	0.0	0.0
Wafi-Golpu	0.0	0.0
Corporate Offices	0.0	0.0

Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
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**LA9****Average training hours per employee by gender and employee category (#) FY2017**

Executive – male (Level 5 & 6)	<b>7.6</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.6
Executive – female (Level 5 & 6)	<b>21.5</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.5
General Manager – male (Level 4)	<b>21.1</b>	18.3	38.0	20.0	24.0	NA	0.0	0.0	2.5	22.3
General Manager – female (Level 4)	<b>27.0</b>	0.0	0.0	NA	0.0	NA	0.0	0.0	0.0	27.0
Manager – male (Level 3)	<b>10.5</b>	26.4	9.8	8.6	21.0	NA	93.0	0.0	1.2	6.5
Manager – female (Level 3)	<b>9.8</b>	16.5	0.0	4.8	17.7	NA	34.0	0.0	0.8	10.1
Supervisor, Superintendent, Coordinator & senior technical specialist – male (Level 2)	<b>19.9</b>	25.9	23.8	28.9	30.3	NA	0.0	0.0	1.6	2.1
Supervisor, Superintendent, Coordinator & senior technical specialist – female (Level 2)	<b>14.4</b>	24.2	39.1	9.1	18.8	NA	0.0	0.0	0.0	2.6
Operator, technical advisor & other – male (Level 1)	<b>21.2</b>	25.9	22.6	46.2	40.1	NA	255.0	0.0	0.0	1.8
Operator, technical advisor & other – female (Level 1)	<b>11.6</b>	16.8	19.0	20.3	17.4	NA	71.5	0.0	0.3	2.3

**LA11****Employees receiving performance reviews (%) FY2017**

Employees	<b>100</b>	100	100	100	100	100	100	100	100	100
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\*NA\* is not available.

**LABOUR PRACTICES AND DECENT WORK CONTINUED**

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>LA12</b>										
<b>Composition of governance bodies<sup>(1)</sup> and breakdown of employees per employee category according to gender and age group FY2017</b>										
<b>Total employees by employee category</b>										
<b>Board of Directors</b>										
Board of Directors (#)	10	-	-	-	-	-	-	-	-	-
Male (%)	70.0	-	-	-	-	-	-	-	-	-
Female (%)	30.0	-	-	-	-	-	-	-	-	-
<30 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
30-49 years of age (%)	10.0	-	-	-	-	-	-	-	-	-
50+ years of age (%)	90.0	-	-	-	-	-	-	-	-	-
<b>Audit &amp; Risk Committee</b>										
Audit & Risk Committee members (#)	4	-	-	-	-	-	-	-	-	-
Male (%)	50.0	-	-	-	-	-	-	-	-	-
Female (%)	50.0	-	-	-	-	-	-	-	-	-
<30 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
30-49 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
50+ years of age (%)	100.0	-	-	-	-	-	-	-	-	-
<b>Human Resources &amp; Remuneration Committee</b>										
Human Resources & Remuneration Committee members (#)	4	-	-	-	-	-	-	-	-	-
Male (%)	50.0	-	-	-	-	-	-	-	-	-
Female (%)	50.0	-	-	-	-	-	-	-	-	-
<30 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
30-49 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
50+ years of age (%)	100.0	-	-	-	-	-	-	-	-	-
<b>Safety &amp; Sustainability Committee</b>										
Safety & Sustainability Committee members (#)	3	-	-	-	-	-	-	-	-	-
Male (%)	66.7	-	-	-	-	-	-	-	-	-
Female (%)	33.3	-	-	-	-	-	-	-	-	-
<30 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
30-49 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
50+ years of age (%)	100.0	-	-	-	-	-	-	-	-	-
<b>Nominations Committee</b>										
Nominations Committee members (#)	3	-	-	-	-	-	-	-	-	-
Male (%)	100.0	-	-	-	-	-	-	-	-	-
Female (%)	0.0	-	-	-	-	-	-	-	-	-
<30 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
30-49 years of age (%)	0.0	-	-	-	-	-	-	-	-	-
50+ years of age (%)	100.0	-	-	-	-	-	-	-	-	-
<b>Chief Executive Officer (Level 6)</b>										
Total employees (#)	1	0	0	0	0	0	0	0	0	1
Male (%)	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0
Female (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<30 years of age (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30-49 years of age (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
50+ years of age (%)	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0
<b>Executive General Manager (Level 5)</b>										
Total employees (#)	8	0	0	0	0	0	0	0	0	8
Male (%)	75.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	75.0
Female (%)	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0
<30 years of age (%)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30-49 years of age (%)	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0
50+ years of age (%)	75.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	75.0

<sup>(1)</sup> As at 30 June 2017.

"-" is not applicable.

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>LA12 continued</b>										
<b>General Manager (Level 4)</b>										
Total employees (#)	<b>41</b>	3	1	1	1	1	0	1	2	31
Male (%)	<b>90.2</b>	100.0	100.0	100.0	100.0	100.0	0.0	100.0	100.0	87.1
Female (%)	<b>9.8</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.9
<30 years of age (%)	<b>0.0</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30–49 years of age (%)	<b>53.7</b>	100.0	0.0	100.0	100.0	100.0	0.0	0.0	0.0	51.6
50+ years of age (%)	<b>46.3</b>	0.0	100.0	0.0	0.0	0.0	0.0	100.0	100.0	48.4
<b>Manager (Level 3)</b>										
Total employees (#)	<b>177</b>	21	12	17	24	7	2	4	17	73
Male (%)	<b>81.4</b>	90.5	100.0	82.4	87.5	100.0	50.0	100.0	76.5	72.6
Female (%)	<b>18.6</b>	9.5	0.0	17.6	12.5	0.0	50.0	0.0	23.5	27.4
<30 years of age (%)	<b>0.0</b>	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30–49 years of age (%)	<b>65.0</b>	57.1	91.7	58.8	79.2	28.6	50.0	25.0	58.8	67.1
50+ years of age (%)	<b>35.0</b>	42.9	8.3	41.2	20.8	71.4	50.0	75.0	41.2	32.9
<b>Supervisor, Superintendent, Coordinator &amp; Senior Technical Specialist (Level 2)</b>										
Total employees (#)	<b>1,262</b>	605	92	134	212	43	6	33	31	106
Male (%)	<b>89.1</b>	92.2	89.1	92.5	91.0	93.0	66.7	84.8	96.8	61.3
Female (%)	<b>10.9</b>	7.8	10.9	7.5	9.0	7.0	33.3	15.2	3.2	38.7
<30 years of age (%)	<b>3.0</b>	1.7	4.3	8.2	1.4	2.3	0.0	3.0	0.0	7.5
30–49 years of age (%)	<b>72.3</b>	66.1	67.4	77.6	85.4	76.7	33.3	72.7	90.3	73.6
50+ years of age (%)	<b>24.7</b>	32.2	28.3	14.2	13.2	20.9	66.7	24.2	9.7	18.9
<b>Operator, Technical Advisor &amp; Other (Level 1)</b>										
Total employees (#)	<b>4,129</b>	1,747	333	490	819	480	3	63	83	111
Male (%)	<b>87.8</b>	86.9	89.5	89.6	92.6	90.0	33.3	90.5	83.1	46.8
Female (%)	<b>12.2</b>	13.1	10.5	10.4	7.4	10.0	66.7	9.5	16.9	53.2
<30 years of age (%)	<b>14.1</b>	16.7	14.7	20.4	5.5	10.8	33.3	11.1	20.5	19.8
30–49 years of age (%)	<b>72.7</b>	67.9	60.7	66.3	87.4	80.6	66.7	77.8	78.3	61.3
50+ years of age (%)	<b>13.2</b>	15.5	24.6	13.3	7.1	8.5	0.0	11.1	1.2	18.9

	Company	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>LA13</b>										
<b>Ratio of basic salary and remuneration of women to men (%) FY2017</b>										
Basic salary of men to basic salary of women	<b>Refer to site level</b>	73.1	85.3	80.6	95.8	78.2	83.6	41.9	115.3	62.6
<b>Ratio of basic salary by gender and employee category</b>										
Basic salary of women to basic salary of men (Board)	<b>Refer to site level</b>	-	-	-	-	-	-	-	-	78.0
Basic salary of women to basic salary of men (Senior Executive)	<b>Refer to site level</b>	-	-	-	-	-	-	-	-	69.7
Basic salary of women to basic salary of men (General Manager)	<b>Refer to site level</b>	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0	89.0
Basic salary of women to basic salary of men (Manager)	<b>Refer to site level</b>	89.4	0.0	89.0	56.4	0.0	133.0	0.0	96.0	90.0
Basic salary of women to basic salary of men (senior professional / Supervisor)	<b>Refer to site level</b>	78.0	97.0	82.0	72.4	102.0	88.8	43.0	51.8	83.0
Basic salary of women to basic salary of men (technical / professional / clerical role)	<b>Refer to site level</b>	98.0	88.0	80.0	121.4	100.0	152.0	120.0	140.0	88.9

"-" is not applicable.

**LABOUR PRACTICES AND DECENT WORK CONTINUED**

	<b>Company</b>	Lihir	Telfer	Cadia	Gosowong	Bonikro	Namosi	Wafi-Golpu	Exploration	Corporate Offices
<b>G4-10</b>										
<b>Employment type, contract type, and contractors/supervised workers, by gender (#) FY2017</b>										
<b>Employment type</b>										
Male employees – full time	<b>4,920</b>	2,098	389	577	973	480	6	82	113	202
Female employees – full time	<b>649</b>	278	42	49	83	51	5	11	19	111
Male employees – part time	<b>16</b>	0	4	1	0	0	NA	8	1	2
Female employees – part time	<b>33</b>	0	3	15	0	0	NA	NA	0	15
<b>Total employees</b>	<b>5,618</b>	<b>2,376</b>	<b>438</b>	<b>642</b>	<b>1,056</b>	<b>531</b>	<b>11</b>	<b>101</b>	<b>133</b>	<b>330</b>
<b>Contract type</b>										
Male employees – permanent	<b>4,552</b>	1,857	383	575	914	449	6	90	87	191
Female employees – permanent	<b>615</b>	244	40	62	83	44	5	11	11	115
Male employees – fixed term or temporary	<b>384</b>	241	10	3	59	31	0	0	27	13
Female employees – fixed term or temporary	<b>67</b>	34	5	2	0	7	0	0	8	11
<b>Contractor &amp; self-employed</b>										
Male contractors / supervised workers	<b>5,175</b>	3,187	616	368	998	NA	6	0	NA	NA
Female contractors / supervised workers	<b>171</b>	0	71	37	63	NA	0	0	NA	NA
<b>Total contractors</b>	<b>5,917</b>	<b>3,187</b>	<b>687</b>	<b>405</b>	<b>1,061</b>	<b>571</b>	<b>6</b>	<b>0</b>	<b>NA</b>	<b>NA</b>
Male self-employed	<b>0</b>	0	0	0	0	0	0	0	NA	NA
Female self-employed	<b>0</b>	0	0	0	0	0	0	0	NA	NA
<b>Total self-employed</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>NA</b>	<b>NA</b>

**G4-11**
**Collective bargaining agreements FY2017**

Employees covered (%)	<b>39</b>	0	51	60	98	91	0	0	41	0
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\*NA\* is not available.

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# ASSURANCE STATEMENT



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## Independent Limited Assurance Report in relation to Newcrest Mining Limited's 2017 Sustainability Report

To the Board of Directors of Newcrest Mining Limited ('Newcrest')

### Our Conclusion

Based on our limited assurance procedures, nothing has come to our attention that causes us to believe that the Subject Matter, as detailed below and as presented in Newcrest's 2017 Sustainability Report ('the Report'), is not presented fairly, in all material respects, in accordance with the Criteria as presented below.

### Subject Matter

The Subject Matter for our limited assurance engagement included the following for the year ended 30 June 2017:

- Subject Matter 1: The alignment of Newcrest's sustainability policies to International Council on Mining and Metals ('ICMM') 10 Sustainable Development Principles and mandatory requirements set out in ICMM Position Statements
- Subject Matter 2: Newcrest's material sustainability risks and opportunities based on its own review of the business and the views and expectations of stakeholders
- Subject Matter 3: The 'existence' and 'status of implementation' of sustainability data collation and reporting processes used by Newcrest to manage a selection of the identified material sustainability risks and opportunities
- Subject Matter 4: Newcrest's reported performance during the reporting period for a selection of material Global Reporting Initiative ('GRI') indicators – which were selected based on Newcrest's materiality assessment process, in consultation with EY (see table 1 below).

**Table 1: GRI performance indicators that form part of the Subject Matter**

GRI category	GRI performance indicator	Subject Matter	Page (s)
Social	LA6	Lost time injury frequency rate ('LTIFR') (Company)	35, 96
		Total recordable injury frequency rate ('TRIFR') (Company)	35, 96
	LA11	Percentage of employees receiving regular performance and career development reviews (Company)	97
	LA12	Composition of governance bodies and breakdown of employees per category according to gender and age group (Company)	49, 98-99
	HR7	Percentage of security personnel trained in the organization's human rights procedures that are relevant to operations (Company)	20, 94
Environmental	EN3	Total energy consumption in gigajoules (Company)	87
	EN10	Percentage and total volume of water recycled and reused in megalitres (Company)	88
	EN15	Total direct greenhouse gas emissions (scope 1) in tonnes of carbon dioxide equivalent ('tCO <sub>2</sub> -e') (Company)	84, 90
	EN16	Total indirect greenhouse gas emissions (scope 2) in tCO <sub>2</sub> -e (Company)	84, 90
Mining and Metals Sector Supplement	MM3	Total waste rock, and tailings in tonnes (Company) and associated risks	83, 91
	MM10	Number of operations with closure plans and overall financial provision for closure (Company)	76
Economic	EC1	Direct economic value generated and distributed in US dollars (Company)	64
	EC6	Percentage of senior management hired from the local community at significant locations of operation (Company)	49, 92

These disclosures are referenced in Newcrest's GRI G4 Content Index and the GRI Data Tables.

The Subject Matter did not include:

- Data sets, statements, information, systems or approaches other than the selected material GRI indicators and related disclosures as detailed in Table 1.
- Management's forward looking statements
- Any comparisons made against historical data or comparative information from prior years.

### Criteria

The following Criteria have been applied to the Subject Matter described above:

- Subject Matter 1: ICMM principles and any mandatory requirements set out in ICMM Position Statements
- Subject Matter 2: Newcrest's own reporting process for determining material risks and opportunities, the outcome of this process, and how the views and expectations of its stakeholders were considered during this process. Assessed with regard to AccountAbility's AA1000 Assurance ('AA1000AS') and Principles Standards ('AA1000APS')
- Subject Matter 3: Newcrest's own reporting criteria for 'existence' and 'status of implementation' of systems and approaches, as detailed in the Disclosures on Management Approach for material sustainability risks and opportunities
- Subject Matter 4: Performance information criteria disclosed by Newcrest for each indicator such as:
  - Definitions as per the GRI G4 Sustainability Reporting Guidelines
  - Company-specific definitions that are publically disclosed.

### Management's Responsibility

The management of Newcrest is responsible for the preparation and fair presentation of the Subject Matter in accordance with the Criteria, and is also responsible for the selection of methods used in the Criteria. Further, Newcrest's management is responsible for establishing and maintaining internal controls relevant to the preparation and presentation of the Subject Matter that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate criteria; maintaining adequate records and making estimates that are reasonable in the circumstances.

### Assurance Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on our assurance engagement conducted in accordance with the International Federation of Accountants' International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000') and in accordance with the requirements of a Type 2 assurance engagement under AA1000AS and the terms of reference for this engagement as agreed with Newcrest.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion, and, as such, do not provide all of the evidence that would be required to provide a reasonable level of assurance. The procedures performed depend on the assurance practitioner's judgement including the risk of material misstatement of the Subject Matter, whether due to fraud or error. While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within information technology systems, which would have been performed under a reasonable assurance engagement. No conclusion is expressed as to whether management's selected methods are appropriate for the purpose described above.

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.





## Summary of Procedures Undertaken

Our procedures included but were not limited to the following:

- Performing a gap analysis between Newcrest's implementation of the Principles of Inclusivity, Materiality, and Responsiveness based on evidence gathered, and the criteria outlined in AA1000APS
- Interviewing a selection of Newcrest staff and management at corporate and sites responsible for the Subject Matter and the preparation of the Report
- Performing site visits to the Cadia and Lihir sites to perform interviews and visually inspect operations
- Determining whether material topics and performance issues relevant to the Subject Matter identified during our procedures had been adequately disclosed
- Sample testing of reported data and performance statements, included in the Subject Matter against supporting source information and Newcrest's reported boundary
- Sample testing of claims and case studies included in the Subject Matter against supporting source information and relevant context
- Sample testing as to whether the methods used for calculating data were aligned with the stated Criteria
- Reading selected management information and documentation supporting assertions made in relation to the Subject Matter and assessing alignment with the reported data
- Reading selected Newcrest policies and standards and assessing alignment with ICM's 10 Sustainable Development Principles and other mandatory requirements as set out in ICM's Position Statements.

In order for us to provide a conclusion in relation to the AA1000 AccountAbility Principles we considered the following questions:

- **Inclusivity:** Has Newcrest demonstrated a commitment to including its stakeholders in developing and achieving an accountable and strategic response to sustainability?
- **Materiality:** Does Newcrest have in place a process to identify, prioritise and include in its report the material information and data required by its stakeholders to make informed judgements, decisions and actions?
- **Responsiveness:** Does Newcrest have in place processes that enable it to respond to material sustainability issues through decisions, actions and performance?

## Use of our Limited Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report, or on the Subject Matter to which it relates, to any persons other than management and the Directors of Newcrest, or for any purpose other than that for which it was prepared.

## Independence and Quality Control

In conducting our assurance engagement, we have met the independence requirements of the *APES 110 Code of Ethics for Professional Accountants*. We have the required competencies and experience to conduct this assurance engagement.

## Positive Observations and Opportunities for Improvement

The following observations, which do not affect our conclusions expressed above, were identified in the execution of our procedures:

- Newcrest has continued to focus on improving the sustainability reporting process and in particular introducing additional data control processes. However, a number of opportunities for improvement related to data collation, calculation processes and management systems which have been communicated to management.
- Newcrest has noted throughout the Report where it used company specific definitions, however, it is noted that deviation from the GRI definitions can create subjectivity and reduce comparability.

### AccountAbility's AA1000 Principle of Inclusivity

At the corporate level, Newcrest continued to seek stakeholder perspectives to inform the sustainability reporting process. There remains an opportunity for Newcrest to further integrate existing stakeholder engagement mechanisms into the materiality assessment process, as well as further expand this stakeholder engagement process to include a broader range of stakeholder perspectives.

### AccountAbility's AA1000 Principle of Materiality

In the prior year, Newcrest undertook a 'deep dive' materiality assessment process consistent with the guidance provided by the GRI and AccountAbility's Five Part Materiality Test. To support the development of the Report, Newcrest drew on its broad stakeholder engagement channels to ensure its materiality assessment was reflective of evolving stakeholder interests.

### AccountAbility's AA1000 Principle of Responsiveness

Newcrest has maintained the timeliness of the Report by publishing the Report soon after its Annual General Meeting. This continues to ensure its effectiveness as a mechanism to respond to stakeholder concerns and drive broader dissemination amongst stakeholders.

*Ernst & Young*

Ernst & Young  
Melbourne, Australia  
21 December 2017



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