

Beyond the Mine

This report presents our approach to sustainable development, our performance in 2013, and our priorities and objectives for future years.



i The mine lifecycle spans several years and through every phase of mine development, Newmont works to effect positive sustainable change. In Nevada, we worked with local communities to reach an agreement on a water framework for our Long Canyon project.

Environment

2x

Built the Chailhuagón reservoir in Peru, doubling local water storage capacity and providing access to clean water during the region's dry season.

1.2 million

Forged an agreement with The Nature Conservancy to develop a conservation plan for 1.2 million acres of ranchland.



i Newmont's operations span ecosystems ranging from high-altitude wetlands in Peru to deserts in Australia. We are committed to restoring the land to benefit communities and foster the return of native plant and animal species.

Health and Safety

28%

Achieved our best-ever safety performance in 2013, with a 28 percent reduction in injury rates – or 176 fewer injuries.

0.33%

Through our work with health experts in Indonesia, the incidence of malaria in school children declined from 47 percent in 1999 to 0.33 percent in 2013.



i Newmont's vision is to create an injury- and illness-free workplace where everyone goes home safe and healthy every day. In Ghana and our other sites around the world, our Vital Behaviors program is helping build a safety culture from the ground up.

Economic Development

\$1.8 billion

Purchased \$1.8 billion in goods and services from local vendors in our operating regions in 2013.

40%

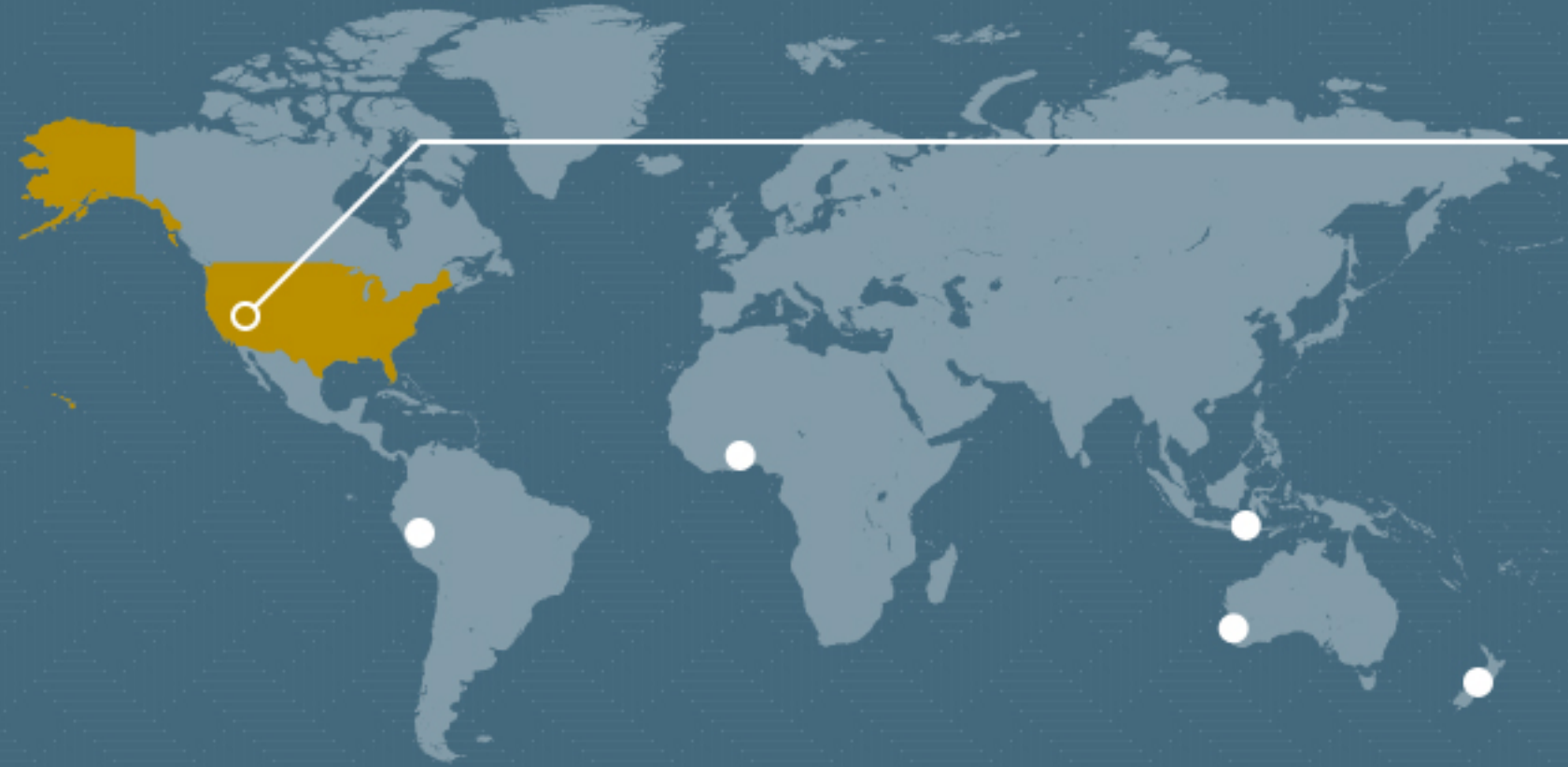
At our new Akyem operation, more than 40 percent of the workforce comes from nearby communities and 53 percent are Ghanaian nationals.



i Mining can serve as a catalyst for development and we seek opportunities to address local needs, such as education. Newmont's investment in Peru provides greater access to education and helps build local capacity and skills.

Our Business

Newmont is one of the world's leading gold producers, and an industry leader in safety and sustainability. Headquartered in Colorado, the Company has approximately 32,000 employees and contractors, the majority of whom work at operations in the United States, Australia, New Zealand, Peru, Indonesia and Ghana.



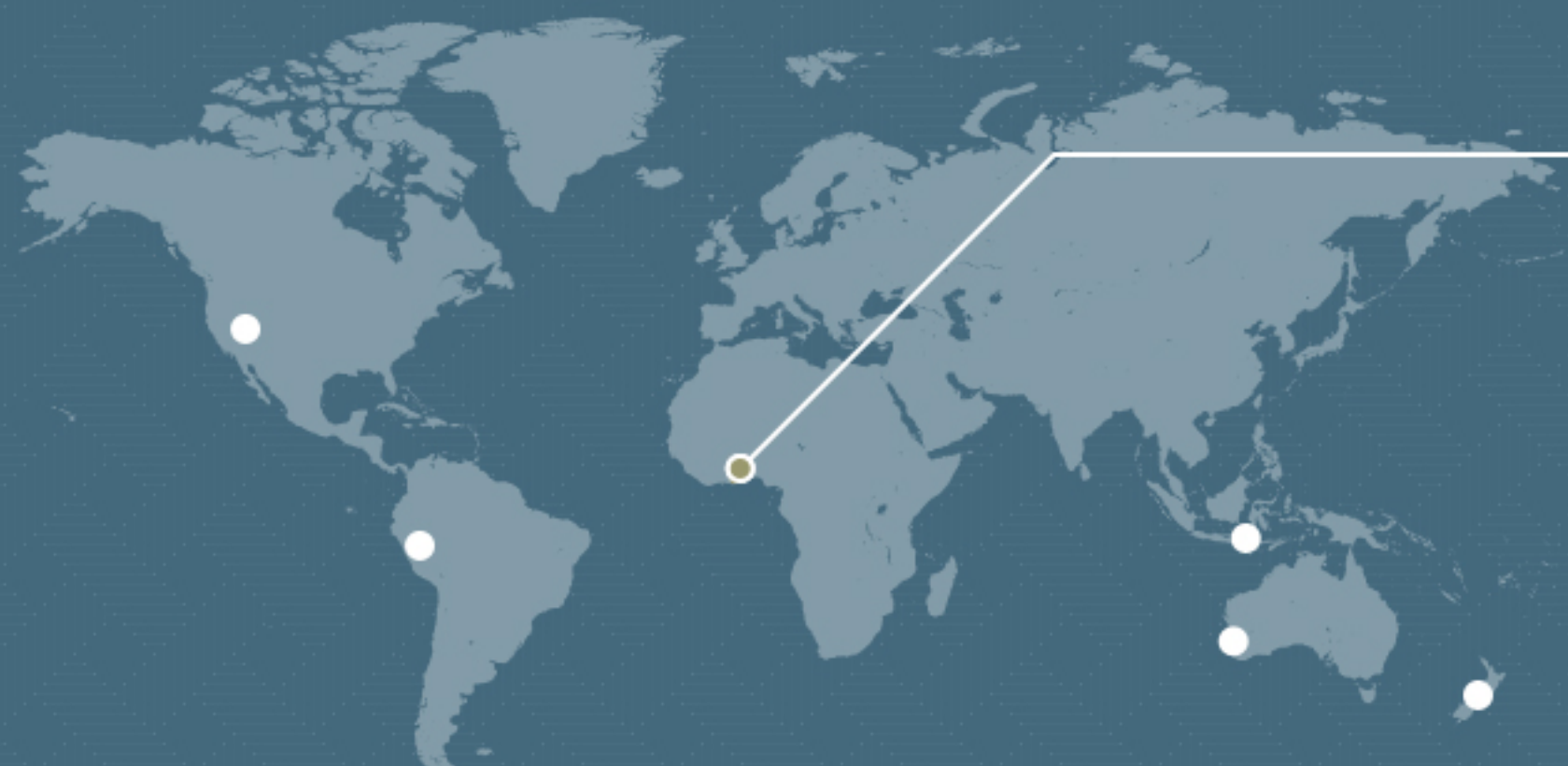
United States

Four operating complexes (Carlin, Phoenix, Midas, Twin Creeks) in Nevada



Peru

Yanacocha and La Zanja operations and the Conga development project



Ghana

Ahafo and Akyem operations



Indonesia

Batu Hijau mine operated by PT Newmont Nusa Tenggara




Australia

Boddington, Jundee, KCGM and Tanami operations



New Zealand

Waihi operations include the Martha, Favona and Trio mines



Our Material Issues

The issues of greatest importance to our stakeholders and our business as identified through our 2013 materiality assessment were:

- Economic performance
- Effluents and waste
- Employment
- Energy consumption
- Labor and management relations
- Local community welfare and development
- Local employment
- Non-discrimination
- Occupational health and safety
- Stakeholder engagement
- Water withdrawal

See **Our Priorities**

What We Believe

Our commitment to sustainability is central to our culture and organizational mission. Our Vision, Mission, and Values are enduring and provide the compass that guides both the path our business will follow into the future and how we will conduct business along the way.

Vision

We will be the most valued and respected mining company through industry leading performance.

Mission

We will build a sustainable mining business that delivers top quartile shareholder returns while leading in safety, environmental stewardship and social responsibility.

Values

- Act with integrity, trust and respect.
- Reward creativity, a determination to excel and a commitment to action.
- Demonstrate leadership in safety, stewardship of the environment and social responsibility.
- Develop our people in pursuit of excellence.
- Insist on and demonstrate teamwork, as well as honest and transparent communication.
- Promote positive change by encouraging innovation and applying agreed upon practices.

Overview

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Sustainable development is a core part of Newmont's strategy and integrated into every aspect of the business. The mining lifecycle requires investment and engagement that span decades and generations, and we are committed to managing each phase responsibly and generating lasting value for our stakeholders. We have built a strong set of principles and practices to fulfill this commitment, but our work to improve our performance never ends. We also will continue to work with industry groups and NGOs, along with host governments and communities, to improve our contribution to sustainable development. This report presents our approach to sustainable development, our performance in 2013, and our priorities and objectives for future years.

Despite a precipitous drop in the gold price in 2013, we maintained strong production levels, significantly reduced costs, built two new operations, and made ongoing contributions to sustainability in our areas of influence.

Read more in the
[**Chief Executive's Message**](#)

We measured which sustainability issues are most important – or material – to our stakeholders and to our business in 2013, and used these metrics to guide how we report our performance.

Read more in
[**Our Priorities**](#)

Chief Executive's Message

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I am proud of the progress we made to improve our social, environmental and economic performance and define clear strategic directions in my first year as Newmont's President and Chief Executive Officer – particularly in light of the many changes we made within the organization, and the exceptional volatility we faced in the marketplace.

We achieved the best safety performance in Newmont history in 2013, reducing injury rates by 28 percent compared to 2012. In human terms, this translates to 176 fewer injuries. However, our performance was marred by the loss of our colleague Corey Vasquez, who suffered a fatal injury. We continue to strive for zero harm, and I am inspired by our team's shared commitment to reaching this goal.

The gold price fell by 28 percent in 2013, ending a record 12 years of growth and marking its steepest decline in 30 years. In response, we took action to sustain the business and preserve options for future growth. We maintained strong gold production levels and reversed a trend of cost escalation by streamlining staffing levels, investing more judiciously, and taking an aggressive approach to improving our technical competencies and efficiency. Our team brought a gold operation in Ghana and copper operation in Nevada into full production – safely, on time and on budget – and sold assets that no longer fit our strategy of operating long-life, low-cost gold and copper assets.

People continue to be our most important resource. We maintained strong relations and negotiated fair contracts with represented employees, and worked to treat those affected by layoffs at our global and regional headquarters fairly and with respect. We also made firm commitments to change the face of Newmont so that our workforce better reflects the local population everywhere we operate in terms of nationality and gender.

Continuing to build trust with our host communities was another focal point in 2013 and we are striving to better understand and address their concerns, better explain our business and prioritize opportunities for mutual benefit and shared value. These efforts led to improved local employment and procurement practices as well as better access to clean water, energy, and other underlying conditions required for healthy economies.

In Peru, we built the Chailhuagón reservoir, doubling local water storage capacity and providing access to clean water during the region's dry season. We are gaining social acceptance for our Conga project through better engagement and delivering on our promises, but we have more work to do. In Nevada, we forged an agreement with The Nature Conservancy to restore 1.2 million acres of ranchland to protect local plant and animal species. In Indonesia, we modified our operating plan and ore blending practices to better protect the environment as we discharge our tailings.



Gary J. Goldberg
President and Chief Executive Officer

We have done good work in recent years in the area of social and environmental responsibility, but we haven't always done everything right. In 2013 we focused on improving our approach, capabilities and standards; in 2014 we will focus on delivery.

Newmont has an important role to play as a catalyst for sustainable development, and we need stability to justify investing our shareholders' money in timeframes that span – and affect – generations. Spending time with employees, investors, government and civil society leaders and the communities where we operate to find the right balance is one of my top priorities. No matter our affiliation, we all play a role in safely and responsibly transforming the world's mineral resources into value – and putting that value to the best use. We take this responsibility very seriously, and we appreciate the trust and confidence that has been placed in us.

Thank you for reading about our performance, and for sharing your feedback.

Sincerely,

A handwritten signature in cursive script, reading "Gary J. Goldberg". The signature is written in dark ink and is positioned above the printed name and title.

Gary J. Goldberg

President and Chief Executive Officer

Our Business

Newmont is one of the world’s leading gold producers, and an industry leader in safety and sustainability. The Company was founded in 1921 and has been publicly traded since 1925. Headquartered in Colorado, Newmont has approximately 32,000 employees and contractors, the majority of whom work at operations in the United States, Australia, New Zealand, Peru, Indonesia and Ghana. Newmont is the only gold company listed in the S&P 500 index and in 2007 became the first gold company selected to be part of the Dow Jones Sustainability World Index.

2013 Performance

In 2013, under the direction of newly appointed President and Chief Executive Officer Gary Goldberg, Newmont refreshed its strategy to:

- *Secure the gold franchise* – by running its existing business more efficiently and effectively
- *Strengthen the portfolio* – by building a stronger portfolio of long-life, low-cost gold and copper assets
- *Enable the strategy* – by reinforcing technical and social competencies and leveraging them for competitive advantage

Supporting this strategy, the Company set aggressive improvement targets across six strategic drivers, and ended the year meeting or exceeding them:

Health and Safety	achieved the lowest injury rates in Newmont history by focusing on behaviors, leadership, systems and risk management
Operational Excellence	produced five million ounces of gold and lowered consolidated spending by nearly \$1 billion through aggressive cost, efficiency and technical improvements
Value Creation	generated \$1.6 billion in operating cash flow while maintaining a strong balance sheet, investing in profitable growth and returning capital to shareholders
Growth	built two profitable operations safely, on time and on budget; optimized project and exploration programs; and established a more disciplined approach to investing in growth
People	streamlined Newmont’s operating model and staffing levels, and refocused recruitment and development programs to foster a more diverse talent profile and pipeline
Sustainability and External Relations	raised skill levels and standards to improve Newmont’s social and environmental performance and leverage it for competitive advantage

Text Alternative

Financial Highlights

(as of 31 December 2013)	2009	2010	2011	2012	2013
Attributable gold production (Koz)	5,237	5,370	5,166	4,977	5,065
Attributable copper production (Mlbs)	227	314	197	143	144
Average realized gold price (\$/ounce)	\$977	\$1,222	\$1,562	\$1,662	\$1,393
Average realized copper price (\$/lb)	\$2.60	\$3.43	\$3.54	\$3.43	\$2.96
Sales (in millions)	\$7,705	\$9,540	\$10,358	\$9,868	\$8,322
Dividends paid per share	\$0.40	\$0.50	\$1.00	\$1.40	\$1.225

Significant Developments

Other significant developments include:



January

- Launched the Full Potential program to identify and deliver significant cost and efficiency improvements at all major operations

Significant Developments

Other significant developments include:



March

- Appointed industry leaders Gary Goldberg as President and Chief Executive Officer and Director; Chris Robison as Executive Vice President, Operations & Projects; and Dr. Elaine Dorward-King as Executive Vice President, Sustainability & External Relations
- Sold the Hope Bay project to TMAC Resources
- Adopted a **conflict-free gold policy** as part of an industry-wide initiative to promote responsible mining practices and combat the potential misuse of mined gold to fund armed conflict

Significant Developments

Other significant developments include:



April

- Secured Board approval to invest \$398 million to build the Turf Vent Shaft in Nevada; the shaft will improve safety and provide access to higher grade ore at lower costs
- Published the 2012 sustainability and Community Relationships Review reports

Significant Developments

Other significant developments include:



May

- Completed the **Chailhuagón reservoir in Peru**, in keeping with Newmont's Water First commitment; the reservoir doubled water storage capacity and will provide access to clean water in the region's dry season

Significant Developments

Other significant developments include:



June

- Suffered the loss of Corey Vasquez due to a fatal injury at the Exodus mine in Nevada; the incident was fully investigated and findings were applied to improve standards and practices
- Implemented a program to streamline Newmont's global operating model to improve efficiencies and increase business accountability at the regional and site levels while shifting the corporate focus to strategy and governance

Significant Developments

Other significant developments include:



July

- Sold equity interest in Canadian Oil Sands Ltd. for approximately \$587 million

Significant Developments

Other significant developments include:



August

- Presented the refreshed business strategy to investors and analysts at the New York Stock Exchange

Significant Developments

Other significant developments include:



September

- Appointed industry leader Laurie Brlas as Executive Vice President and Chief Financial Officer
- Produced first copper cathodes at Phoenix Copper Leach in Nevada and Verde Bioleach Demonstration Project in Peru
- Recognized in the Dow Jones Sustainability World Index (DJSI) for the seventh consecutive year

Significant Developments

Other significant developments include:



October

- Received approval to build a new underground mine from the **New Zealand Environment Court**
- Achieved commercial production at Akyem in Ghana and Phoenix Copper Leach in Nevada

Significant Developments

Other significant developments include:



November

- Secured government approval of a Mineral Agreement for the Merian project in Suriname

Significant Developments

Other significant developments include:



December

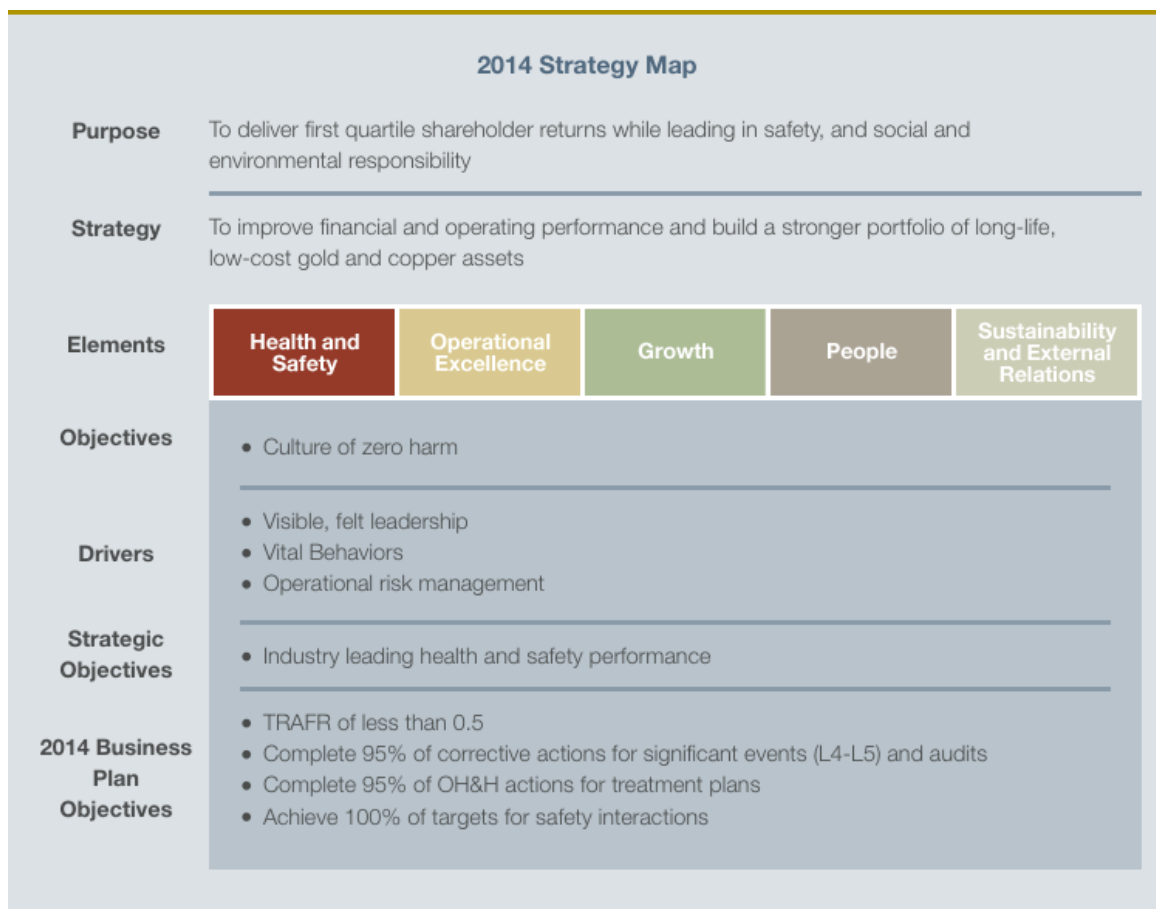
- Secured Board endorsement of a refreshed **sustainability strategy**
- Reached an agreement to sell the Midas operation to Klondex Mines Ltd. for consideration exceeding \$83 million

Future Focus

Newmont will leverage its strong asset portfolio to deliver average annual production of about five million ounces of gold over the next three years. We also expect to realize at least another \$600 million to \$700 million in savings from 2014 to 2016, more than offsetting the effects of inflation and rising input costs. This performance will help us maintain a strong balance sheet, fund profitable growth, deliver returns to investors and create value for all stakeholders.

Our most advanced growth project is the Merian project in Suriname and we will decide whether to proceed with development in the second quarter of 2014. This project is value-accretive, and gives us a foothold in the highly prospective Guiana Shield. Newmont has been active in Suriname since 2004, and has used this time to work with traditional landowners to develop robust engagement agreements; local NGOs to develop biodiversity plans; and government leaders to maximize value and raise safety and environmental standards among small-scale miners.

Our vision for Newmont is to lead the gold sector in creating value for shareholders and other stakeholders. We will continue to build a stronger business by delivering industry leading cost and efficiency improvements along with stable production; building a stronger asset portfolio through our world-class project and exploration portfolio; and strengthening our technical skills, as well as our practices and outcomes associated with social and environmental sustainability, including our uncompromising focus on the safety and health of our people.



2014 Strategy Map

Purpose To deliver first quartile shareholder returns while leading in safety, and social and environmental responsibility

Strategy To improve financial and operating performance and build a stronger portfolio of long-life, low-cost gold and copper assets

Elements	Health and Safety	Operational Excellence	Growth	People	Sustainability and External Relations
Objectives	<ul style="list-style-type: none"> Culture of continuous improvement 				
Drivers	<ul style="list-style-type: none"> Business Improvement Portfolio optimization Technical Foundations 				
Strategic Objectives	<ul style="list-style-type: none"> Cost increases remain below escalation rate 				
2014 Business Plan Objectives	<ul style="list-style-type: none"> Deliver against production targets for gold and copper Secure \$900M in sustainable cost and efficiency improvements Progress Technical Foundations worldwide 				

2014 Strategy Map

Purpose To deliver first quartile shareholder returns while leading in safety, and social and environmental responsibility

Strategy To improve financial and operating performance and build a stronger portfolio of long-life, low-cost gold and copper assets

Elements	Health and Safety	Operational Excellence	Growth	People	Sustainability and External Relations
Objectives	<ul style="list-style-type: none"> Value-accretive growth 				
Drivers	<ul style="list-style-type: none"> Building portfolio quality, longevity, and value in gold and copper 				
Strategic Objectives	<ul style="list-style-type: none"> Industry leading ROCE 				
2014 Business Plan Objectives	<ul style="list-style-type: none"> Advance Turf Vent Shaft on time, on budget and within scope Deliver 5 Moz of Reserves and Resources Maintain investment grade credit rating Acquire at least one value- and cash-accretive asset 				

2014 Strategy Map

Purpose To deliver first quartile shareholder returns while leading in safety, and social and environmental responsibility

Strategy To improve financial and operating performance and build a stronger portfolio of long-life, low-cost gold and copper assets

Elements	Health and Safety	Operational Excellence	Growth	People	Sustainability and External Relations
Objectives	<ul style="list-style-type: none"> Competitive advantage through people 				
Drivers	<ul style="list-style-type: none"> Employee engagement Global inclusion and diversity Management Effectiveness 				
Strategic Objectives	<ul style="list-style-type: none"> Industry leading engagement, leadership and diversity 				
2014 Business Plan Objectives	<ul style="list-style-type: none"> Advance global inclusion and diversity strategy and targets Expand Manager Effectiveness program to all people managers Launch Performance Management program Increase employee engagement globally 				

2014 Strategy Map

Purpose To deliver first quartile shareholder returns while leading in safety, and social and environmental responsibility

Strategy To improve financial and operating performance and build a stronger portfolio of long-life, low-cost gold and copper assets

Elements	Health and Safety	Operational Excellence	Growth	People	Sustainability and External Relations
Objectives	<ul style="list-style-type: none"> Access to land, resources and approvals 				
Drivers	<ul style="list-style-type: none"> Performance Social acceptance and reputation Risk management 				
Strategic Objectives	<ul style="list-style-type: none"> Reputation conveys competitive advantage 				
2014 Business Plan Objectives	<ul style="list-style-type: none"> Upgrade S&ER skills and systems worldwide Complete Country Risk approach and strategies for Tier 1 countries Implement water strategy worldwide Improve relevance and readership of 2013 sustainability report 				

Our Sustainability Strategy

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Newmont has a long-standing commitment to sustainable development. Strong performance in this area supports successful employee and stakeholder engagement, access to high-quality resources and opportunities, effective risk management and efficient operations. Mining is a long-term business – our operations allow us to effect positive, sustainable change in the communities and countries where we work, and our products contribute to higher living standards around the world. The lifecycle of these operations and products also involves social, environmental and political risks of increasing complexity and significance – how we manage them directly impacts our reputation and ability to create value.

2013 Performance

Despite getting things right in many areas of sustainable development – and delivering world-class performance in some – Newmont committed to upgrading its sustainability capabilities, strategy, systems and standards in 2013 in order to sustain leading performance. The Company's refreshed sustainability strategy was approved by the Board of Directors in December 2013 and is formed around three imperatives:

- *Performance* – achieving industry leading performance in community engagement, environmental protection and value creation. Newmont is refreshing its social and environmental standards and auditing practices; establishing key indicators and targets; and forming communities of practice to drive improved performance.
- *Social acceptance and reputation* – securing the support of host communities and regional, national and international stakeholders. The Company is improving its competencies across key disciplines – including local economic development, community relations and government relations – to drive improved acceptance and reputation.
- *Risk management* – effectively identifying and managing current and emerging social, environmental and political risks and opportunities. Newmont is implementing comprehensive strategies to manage country risk, water and energy more effectively; address emerging issues such as free, prior and informed consent (FPIC); and raise safety and environmental standards and practices among small-scale miners.

The refreshed sustainability strategy is aligned to our business strategy across its three key pillars:

- *Secure the gold franchise* – running existing operations more efficiently and effectively is supported by strong social and environmental performance which, in turn, is required to maintain our license to operate and grow
- *Strengthen the portfolio* – portfolio optimization requires a proactive approach to identifying social and environmental risks and opportunities, and engaging effectively with stakeholders to address them
- *Enable the strategy* – achieving competitive differentiation as an investment, employer and development partner of choice requires superior social and environmental performance

The refreshed sustainability strategy also incorporates our approach to stakeholder engagement. This approach is based on mutual respect, open and honest dialogue, and a desire to build trusting relationships. We define stakeholders as people and organizations who influence our success, including:

- Employees
- Contractors
- Labor unions
- Potential employees
- Communities near our operations
- Indigenous Peoples
- Government officials
- Regulatory officials
- Suppliers
- Non-governmental organizations (NGOs)
- Academia
- Media
- Industry organizations
- Shareholders
- Financial institutions
- Board of Directors

At the corporate level, engagement is focused on shareholders, the investment community, national government leaders, intergovernmental organizations, trade associations, and civil society – primarily national and international NGOs and academic leaders. Engagement processes include regulatory filings, annual and quarterly reports on operational and financial performance, news releases, presentations, as well as meetings, telephone conversations, media interviews, speeches and conference calls. Our website is another primary source of information for all stakeholders.

We also use surveys to increase our understanding of the knowledge levels and perceptions of both internal and external stakeholders. The findings from these surveys help us improve our performance and create and sustain organizational change. In 2013, we conducted surveys with our global employee population to measure engagement; with investors and analysts to understand the factors that drive their investment decisions; and with a broad range of internal and external stakeholders to understand what sustainability issues they consider to be of the greatest importance.

We also engage on specific issues. For instance, we are part of a multi-sector dialogue – the FPIC Partnership – that seeks to interpret FPIC requirements as they relate to community relations approaches, engagement mechanisms and agreement making. The companies and NGOs participating in the FPIC Partnership have committed to work together to field-test approaches to FPIC and share experiences. Similarly, we are evaluating the development of a high-level, independent advisory panel that provides guidance to our business leaders in Suriname on how the principles of FPIC can be applied to our Merian project. Potential panel members include international NGOs, academics, and members of the investment community. More about Newmont’s approach to FPIC in Suriname can be found [here](#).

Newmont also considers proactive, ongoing regional stakeholder engagement to be a business imperative. One example is the National Sourcing Policy and Mining Industry Approach in Ghana. Working with the Ghana Chamber of Mines, we identified 28 different products and services we need to run our operations that can be sourced locally. Together with specialist consultants, we have carried out an in-depth analysis of these products and services – and the companies that supply them – to boost our local procurement levels and increase business opportunities for local companies. We are setting targets to improve local procurement and hiring practices at all of our operations in 2014.

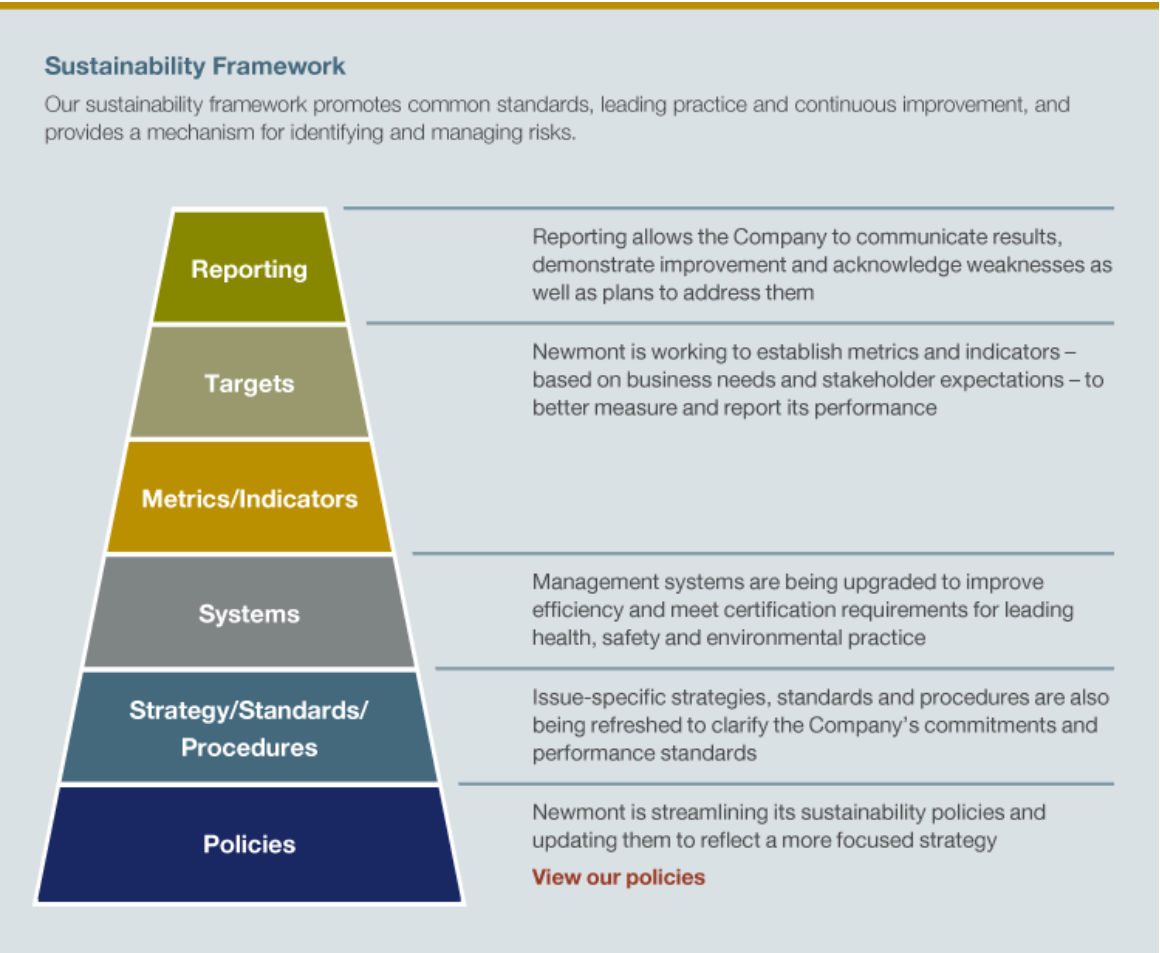
Another illustration is in Nevada, where we engage with The Nature Conservancy, University of Nevada–Reno, U.S. Fish and Wildlife Service, U.S. Bureau of Land Management and other agencies and experts to protect habitat for the [greater sage-grouse](#).

At the community level, engagement processes are tailored to the needs of the site and the community. Our efforts in our host communities are detailed in the [Community Relationships](#) section of this report.

Future Focus

In 2014, Newmont will implement the new sustainability strategy formulated in 2013. This work involves streamlining and updating sustainability standards and procedures; improving the quality and relevance of supporting systems and processes; and establishing communities of practice in key functional areas. Newmont is also working to establish metrics and indicators – based on business needs and stakeholder expectations – to better measure and report its performance, and will introduce these in its 2014 sustainability report. Broad ownership and a clear framework will contribute to better performance over time.

We will also improve how we anticipate and manage social, political and environmental risks and opportunities in countries where we currently operate, and those that are prospective or strategic for our business. Our country strategy program delineates our approach to mitigating risks and maximizing opportunities specific to each country, with the ultimate goal of improving how we make decisions, allocate resources and deliver leading social and environmental performance. We have also developed a proprietary risk metric to inform our country strategies, and to ensure a consistent approach to weighing and managing risks associated with organic and inorganic growth.



Our Priorities

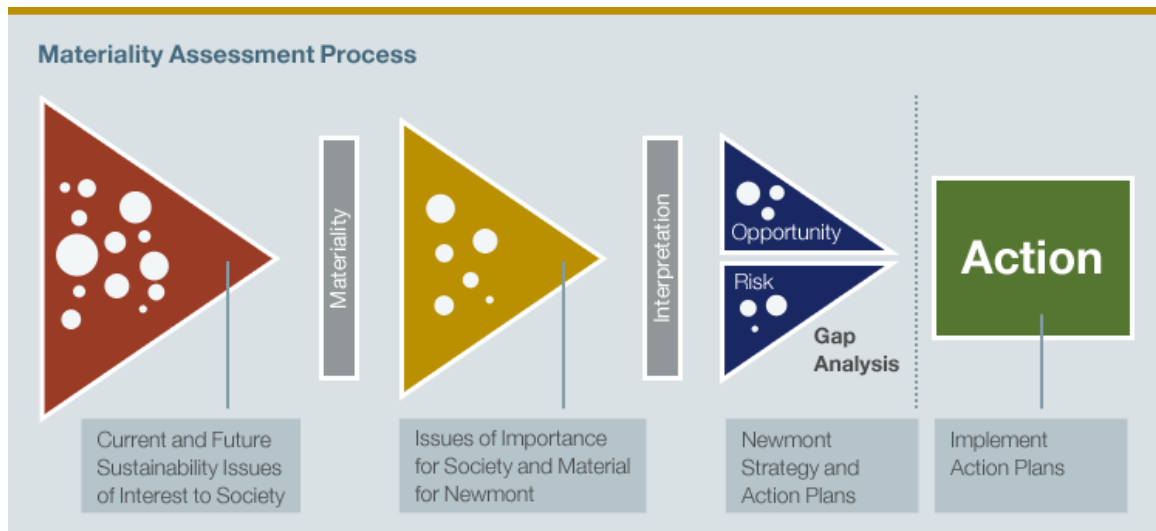
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Materiality Assessment

Sustainability issues are emerging with increasing speed, scope and scale. To better understand which of these issues are most important – or material – to the business and its stakeholders, Newmont commissioned external experts to conduct a materiality assessment. The assessment tested the relative importance of more than 50 sustainability issues, sourced from the Global Reporting Initiative, International Council on Mining and Metals, International Finance Corporation, United Nations Global Compact, Dow Jones Sustainability Index, World Gold Council, Carbon Disclosure Project and other leading organizations.



The assessment was carried out by asking internal and external stakeholders to weigh in on the relative importance of each of these issues. Survey findings from 67 external stakeholders and 31 internal stakeholders across four regions were reviewed alongside the results of interviews conducted with Newmont leaders and Directors. These quantitative and qualitative findings helped shape our sustainability strategy, and focus how we report our performance.



Results pointed to strong internal and external alignment on a regional basis, and will be used to inform our regional sustainability and stakeholder engagement programs. Globally, the top five issues for Newmont and its stakeholders were aligned in three areas – economic performance, water withdrawal, and local community welfare and development. External stakeholders ranked employment and indirect economic impacts as their other priorities, while internal stakeholders prioritized occupational health and safety, and stakeholder engagement and consultation.

These findings are aligned with the priorities we cover in our 2013 sustainability report:

- *Health and safety* – creating a sustainable safety culture, with the ultimate goal of eliminating all workplace injuries and illnesses
- *People* – continuously improving how we attract, retain and develop our people, and building a more diverse talent pipeline
- *Economic development* – creating value for shareholders and other stakeholders, and serving as a catalyst for sustainable economic development everywhere we operate
- *Community relationships* – building and maintaining respectful, mutually beneficial relationships with the communities surrounding our operations, projects and exploration sites
- *Environmental stewardship* – minimizing and mitigating the environmental impact of our operations on water, land, air quality, climate and biodiversity

We do not publicly report on each sustainability issue, but we do manage all that are germane to Newmont. We also understand that business and stakeholder priorities may shift over time, and will conduct materiality assessments on a regular basis to ensure that internal programs and reporting practices remain synchronized.

In addition to measuring which issues matter most, our 2013 materiality assessment gauged the extent to which internal and external stakeholders believe that Newmont is effectively managing these issues. Findings are being used to inform our refreshed sustainability strategy, policy, standards and systems, and in 2014 we will focus on strengthening our programs and performance where we have room for improvement.



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Scope

This is an annual report that focuses on Newmont's current operating sites. Data presented covers our performance for the 2013 calendar year, which corresponds to our fiscal year. Where noted, references may be made to historical results. Our previous sustainability reports have also been annual and the latest was published in April 2013.

This year's report incorporates our progress in addressing the recommended improvements from the **Community Relationships Review (CRR)** – an independent global assessment of Newmont's relationships with host communities that was published in 2009.

All financial figures are quoted in United States dollars, unless noted. References to "Newmont," "the Company," "we" and "our" refer to Newmont Mining Corporation and/or our affiliates, joint ventures and subsidiaries.

Boundaries

Two of our regions – South America and Australia/New Zealand – publish annual sustainability reports in line with the Global Reporting Initiative (GRI) G3 guidelines. Our Australia/New Zealand region's report supports our membership in and signatory commitment to the Minerals Council of Australia. Both the Asociación Los Andes de Cajamarca (ALAC) – Yanacocha's foundation in Peru – and the Newmont Ahafo Development Foundation (NADeF) in Ghana provide annual updates on programs that support sustainable development in the respective regions as well.

Exploration activities, projects and closed sites are included in the report when and as they are material. The rationale for this decision is based on the lack of robust data collection systems, which makes the data for some projects less comparable to those of operating sites.

Joint ventures managed by Newmont are covered in this report, but non-managed joint ventures are not. Newmont reports data for Kalgoorlie Consolidated Gold Mines (KCGM) – a joint venture that is 50 percent owned by Newmont and 50 percent owned by Barrick Gold Corporation and managed by KCGM – in all sections except the People and Environmental Stewardship sections. Footnotes to this effect are included in both sections for greater transparency.

We prepared our 2013 sustainability report in accordance with the GRI G3 guidelines, including the Mining and Metals Sector Supplement. It has been assured by Bureau Veritas. Financial data reported in Newmont's 2013 Annual Report was audited by PricewaterhouseCoopers.

Restatements

Our data collection processes are continuous as we aim to improve our systems, processes and the quality of the data. This can result in restatements of previously reported data. Such restatements have been corrected in the body of this report and are noted in the footnote or corresponding disclosures.

Significant Changes in Reporting Parameters

There were no significant Changes in Reporting Parameters in 2013.

Additional Information

For more information about Newmont, including details on our financial performance and governance structure, please refer to our **2013 10-K report**, an annual overview of Newmont's business and financial condition submitted to the U.S. Securities and Exchange Commission.

Contact Information

We welcome feedback on this report or on any other aspect of our sustainability performance. Please complete our **survey** or send general comments to **esrgroup@newmont.com**.

Governance

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Newmont is committed to integrity and compliance in its business conduct. Our governance programs and systems guide our efforts to demonstrate personal and professional integrity; comply with applicable laws and regulations; manage risk effectively; and maintain business resilience in the event of a crisis. We also actively promote systems that give employees, vendors and community members the means to report concerns and ask questions about potential ethical issues – either anonymously or with attribution – and to nominate people for demonstrating outstanding ethical behavior.

In 2013, we changed our corporate bonus structure for executives to include health and safety goals as a key performance measure, in alignment with our business strategy and priorities.

Read more in

[Leadership](#)

Our new conflict-free gold policy commits us to promote responsible mining practices and combat the potential misuse of mined gold to fund armed conflict.

Read more in

[Supply Chain Stewardship](#)

Leadership

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Newmont's Board of Directors and executive team set the Company's sustainability commitments and drive leading performance.

Board of Directors

The Board of Directors' mission is to ensure Newmont's long-term financial strength with the ultimate goal of creating sustainable value for shareholders, employees and other stakeholders. The Board also plays a critical role in assessing major risks and ensuring high standards of ethical business conduct and compliance with applicable laws and regulations.

Nine of Newmont's 10 Directors meet the criteria for independence set out by the New York Stock Exchange's Corporate Governance Rules including the Chairman, Vincent Calarco. These rules require that a majority of Directors have no material relationship with the Company in order to ensure that they exercise independent judgment in carrying out their responsibilities. President and Chief Executive Officer Gary Goldberg serves as the only management Director.

Newmont's Board of Directors represents a broad range of experience, perspectives, skills and nationalities, and, with three female Directors, is in the top 20 percent of Fortune 500 companies for representation of women. The Board's Governance Committee conducts annual evaluations to determine whether the Board and its Committees are fulfilling their purpose and responsibilities and functioning effectively.

Four Board Committees provide oversight and guidance in key areas – Safety and Sustainability, Audit, Compensation and Governance – and each has a written charter defining members' roles and responsibilities. The Safety and Sustainability Committee is charged with advancing Newmont's sustainability program and performance and ensuring that sustainability risks are managed effectively. This Committee is chaired by Joseph Carraba, and includes Veronica Hagan, Jane Nelson and Simon Thompson, who retired from the Board in April 2014.

The full Board of Directors participates in site visits at least once a year to observe and assess local practices. In 2013, Board members visited our Nevada operations and our Batu Hijau site in Indonesia. In 2014, Board members will visit operations in Ghana, Australia and New Zealand, and the Merian project in Suriname.

For more information about the Board, please visit [our website](#).

Executive Leaders

Primary responsibility for delivering strong sustainability performance rests with Newmont's **executive team**, who has extensive operational and international extractive industry experience. Key roles are as follows:

- Gary Goldberg, President and Chief Executive Officer, holds ultimate responsibility for Newmont's social, economic and environmental performance
- Dr. Elaine Dorward-King, Executive Vice President, Sustainability & External Relations, oversees the Company's sustainability strategy, policy, standards and systems and sits on the Investment Council, which determines which ventures are funded or recommended to the Board for approval
- Laurie Brlas, Executive Vice President and Chief Financial Officer, oversees the Company's efforts to drive long-term financial performance and effectively manage risks
- Randy Engel, Executive Vice President, Strategic Development, is responsible for the Company's strategy and business plan and optimizing the Company's portfolio through mergers, acquisitions and divestment opportunities
- Stephen Gottesfeld, Executive Vice President, General Counsel and Corporate Secretary, leads Newmont's ethics and compliance program and performance
- William MacGowan, Executive Vice President, Human Resources and Communications, drives efforts to attract, develop and retain talent; and strengthen global inclusion and diversity
- Chris Robison, Executive Vice President, Operations and Projects, along with the senior vice presidents of Operations and Exploration, the Vice President of Health, Safety and Security, and the Regional Senior Vice Presidents, is charged with delivering leading health, safety, social and environmental performance

Executives are held accountable through Newmont's performance management program. Compensation and bonuses are directly tied to achieving annual targets that drive the Company's ability to meet its strategic objectives, which are to deliver industry leading performance in health and safety; operational excellence; value creation; employee engagement and diversity; and social and environmental responsibility. In 2013, we changed our executive bonus program to include a health and safety metric, reflecting the importance of visible, heartfelt leadership in achieving our ultimate goal of zero harm.

Newmont holds an annual advisory vote on executive compensation to give shareholders an opportunity to approve, reject or abstain from voting on executive compensation programs and policies. More information on Director and executive compensation is reported in our **annual proxy statement**.

Code of Conduct

Home / Governance / Code of Conduct

Our commitment to high ethical standards and corporate responsibility is reflected in our **Code of Conduct** (Code), which is updated regularly and ratified by our Board of Directors.

Code of Conduct

Corporate responsibility includes a mandate for ethical behavior by all of our employees, officers and Directors, and by our partners, vendors and contractors when they are working with us or on our behalf. That mandate is delineated in our Code of Conduct, which promotes our commitment to:

- Work safely and uphold the social, environmental and economic principles of sustainable development, including promoting fundamental human rights
- Build diversity, work respectfully and make hiring and promotion decisions fairly
- Behave honestly, and demonstrate zero tolerance for bribery or any form of corruption
- Engage transparently and fairly with all stakeholders, and seek to understand their interests and concerns
- Speak up when we see issues or have questions, and protect others who speak up
- Conform with the Code, all local and national laws, and applicable regulations everywhere we do business

Our Code is supported by a set of global policies which express our intentions, aspirations and commitments across six key aspects of our business: health and safety; operations and resource development; asset and value protection; business integrity; people; and sustainability and stakeholder engagement. These policies are supported by standards, which specify minimum acceptable requirements for behaviors and decisions; guidelines, which provide a recommended approach to business practices; and procedures, which define specific work, how it should be done and who should do it.

Ethics Program

Newmont's ethics program is designed to create an ethical culture and help employees make good decisions that align with the Code. All managers and business leaders must complete online training courses and annually sign or electronically acknowledge a declaration stating they have read and understand the Code. New employees are also required to sign or electronically acknowledge a declaration that they have read and understand the Code when they join Newmont.

The ethics program is guided by a steering committee of executives and managed by our corporate Legal team, who work closely with ethics advocates at each of our offices and operating regions. Ethics issues – and actions taken to resolve them – are reported to the Board of Directors' Audit Committee on a quarterly basis.

The **Ethics Solution Tool** is the program's central system. The tool gives employees, vendors and community members a confidential channel to report issues, ask questions and recognize outstanding performance by phone or email. The tool is available 24 hours a day, seven days a week in multiple languages, and is operated by a third party who safeguards the confidentiality – and anonymity, if preferred – of those who make reports.

Issues submitted through the Ethics Solution Tool, or by other methods, are investigated by qualified personnel in the relevant area of expertise, including human resources, internal audit and security. We take what we learn through investigations and our self-assessment processes to coach or discipline employees, and to update our policies, systems or training as necessary.

2013 Performance

In 2013, we expanded the reach of our online Code of Conduct training and set a target for 100 percent of management staff to complete annual training. As of March 31, 2014, the participation rate among managers was 81 percent. All newly hired employees acknowledged that they read and understood our Code in 2013, and all contracts with vendors and contractors included anti-corruption clauses as part of the terms and conditions.

A total of 234 new issues were raised through our ethics and compliance reporting system throughout 2013, and 27 cases were open at the beginning of the year. By year end, 224 of those matters were closed and 37 remained open. Of the cases closed in 2013, 119 (53 percent) were not substantiated. Of the 105 (47 percent) that were substantiated, 74 resulted in human resources or management actions that ranged from counseling to termination of the employees involved, and 31 resulted in a change of business process. There were no confirmed instances of government corruption.

In 2013, we incorporated many of our current practices and procedures into a comprehensive Business Integrity Policy that requires people engaged in activities on our behalf to work honestly and in the best interests of the Company; to avoid corruption and bribery of any kind; and to ensure compliance with relevant export standards. It also requires those involved in reporting information about the Company to do so in a timely and accurate manner. The policy is expected to be approved and implemented in the first half of 2014.

We also developed a **Political Contributions Standard** in 2013 to expand on our Code of Conduct by detailing the rules and processes for making political contributions or otherwise engaging in the legislative or political process. This standard applies to all Newmont employees, contractors, and Directors, and to all vendors, contractors and business partners when they are engaged in activities on our behalf. We finalized and implemented the standard in early 2014. Newmont's U.S. political contributions totaled \$87,500 in 2013. We do not make political contributions outside the U.S. Read more about our public policy process and how our political contributions were allocated [here](#).

Future Focus

We are updating our Code of Conduct in 2014 to align with our refreshed strategy and the latest external requirements and expectations. The updated Code will not relax any of our standards, but it will be streamlined to make it a more effective guidance tool. We will also update the policies and standards that support the Code by year end, and take advantage of the opportunity to reinforce our commitments – and the behaviors required to meet them – across our global workforce.

Risk Management

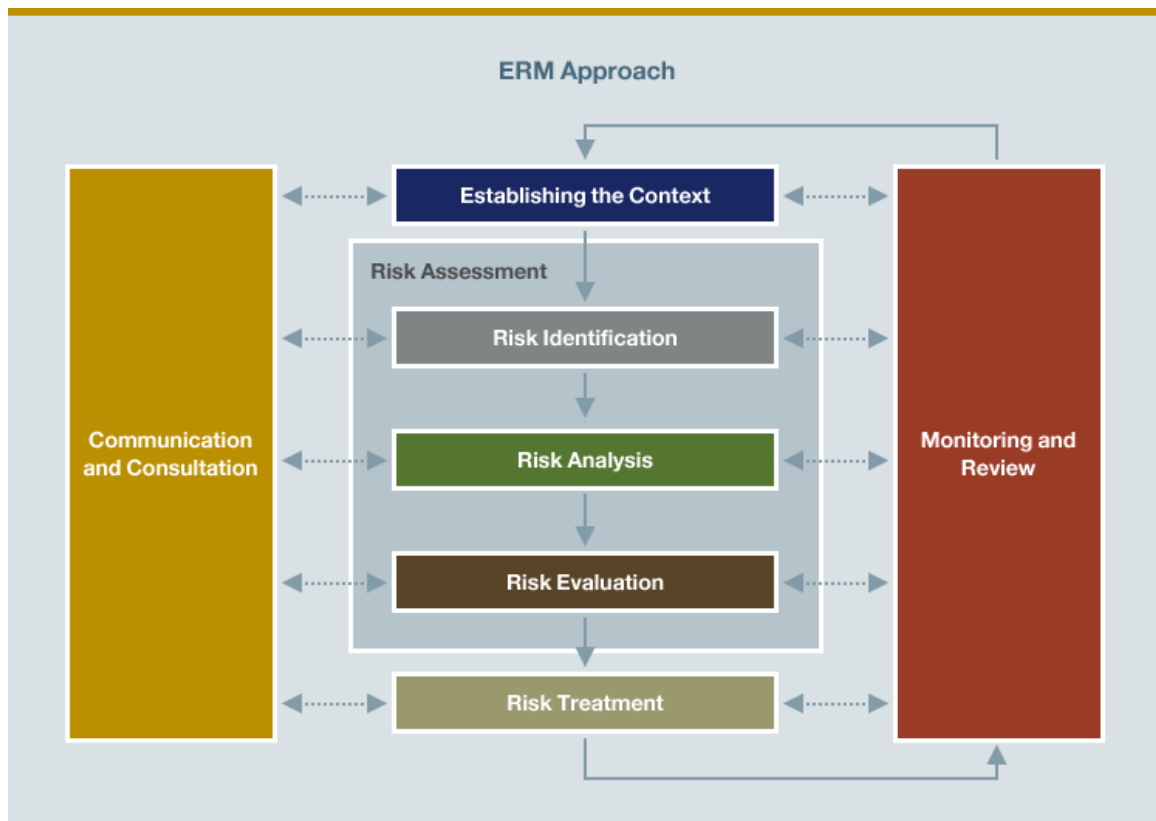
Home / Governance / Risk Management

Enterprise Risk Management

Newmont faces a range of risks that could threaten our business – from losing our license to operate, to being adversely affected by energy shortages, to facing significant metal price reductions in the marketplace. While we cannot predict every possible risk, we have adopted an integrated approach to identifying, monitoring and managing risks based on their likelihood and significance. The goal of our Enterprise Risk Management (ERM) program is to support Newmont leaders and Directors in fulfilling their fiduciary responsibility for risk oversight, and ultimately, to protect people, the environment, our assets and our reputation.

The ERM system is built to meet the international standard for Risk Management (ISO 31000:2009). This system ensures that we are taking a comprehensive approach that includes:

- *Establishing context* – assessing the scope, schedule, stakeholders and deliverables that must be completed ahead of the risk assessment
- *Identifying risk* – defining the potential exposure for a given function, project or system, which relies on an in-depth knowledge of the area, subject and associated business objectives
- *Analyzing risk* – reviewing all pertinent details of a risk, its cause and the likelihood and magnitude of potential consequences
- *Evaluating and treating risk* – ranking risks and developing plans to avoid, transfer, mitigate or accept them
- *Risk monitoring and review* – effectively monitoring risk and treatment plans and making course adjustments as necessary
- *Communicating and consulting* – driving effective horizontal and vertical communications across all areas of risk management to drive well-informed decision making



Every Newmont office and operation has a plan, a trained team and the necessary resources in place to respond to crises. This Rapid Response system features common language and clear accountabilities to support an effective and coordinated response on the local, regional and global level. We also require every team to test its plans through crisis drills on an annual basis to make sure they are prepared to mitigate, control and recover from major incidents.

A more complete list of our significant risks can be found in our [2013 10-K report](#).

2013 Performance

Leaders regularly review existing and emerging risks at the regional, functional and enterprise level, as well as their associated mitigation plans. In 2013, we elevated our ranking for ore grade reconciliation – or the gap between what we estimate during exploration and what we mine during operation – and launched a program to improve our resource modeling standards and practices to lower that risk. We also downgraded risks related to attracting and retaining a skilled workforce in keeping with a less competitive labor market. Finally, we conducted an internal audit of our ERM process in 2013 to confirm appropriate ownership of risks, and the accuracy and completeness of our mitigation plans.

During the third quarter of 2013, we assembled a multi-functional working group to develop a comprehensive approach to country risk management, overseen by a steering committee of Newmont executives. The working group’s objectives were to create a structured and integrated approach to understanding and managing country risk; to clarify roles and responsibilities; and to develop processes to guide sound decision making. Key elements of the resulting country risk management program are:



Text Alternative

Future Focus

The ERM process has evolved from a compliance-oriented reporting tool into a key source of business intelligence. In 2014, the ERM team will work to increase the frequency with which leaders and Directors review significant risks and mitigation plans to support better decision making. We will also implement our country risk management program in 2014, beginning with countries that hold the most value or potential value to the business. Our proprietary country risk model will be introduced, and supporting processes will be refined throughout the year.

Supply Chain Stewardship

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Our operations are large, long-term and complex, and we depend on a wide range of global, national and local suppliers to provide everything from fuel and equipment to food and housing. We work with our suppliers to minimize social and environmental impacts, maximize value for our shareholders, and deliver economic benefits to our host communities. In some instances, we rely on global procurement to achieve economies of scale and lower costs. In developing economies, we are seeking to increase the amount of goods and services we procure locally, and working with suppliers, governments and business associations to improve **local capacity**.

Our supplier contracts include terms to ensure that goods and services are supplied in a socially and environmentally responsible manner – including commitment to the United Nations Guiding Principles on Business and Human Rights – and these terms extend to sub-contractors. We are also working to improve our stewardship across the entire supply chain. We do not mine in conflict zones or use child labor, but we also want to confirm that our minerals are not being transformed into finished products using these or other negligent practices.

2013 Performance

Our global operating procurement expenditures in 2013 totaled approximately \$6 billion. Of this amount, 70 percent was competitively bid, resulting in approximately 4,800 contracts. This investment – along with taxes and royalties, salaries and benefits and community contributions – made a significant direct and indirect contribution to local, regional and national economies where we operate.

Ninety-two percent of our total revenues were derived from gold production in 2013, with the remaining eight percent derived from copper production. Our gold products are transported to refineries to produce bullion that meets the required market standard of 99.95 percent gold. Our copper, in the form of concentrate and cathode, is sold to smelters and manufacturers for further treatment.

Gold is used primarily for jewelry, investments, central bank purchases and technology. Copper's flexibility, strength and conductivity make it a key ingredient in a range of building and electrical materials, and it can be found in nearly every home and vehicle.

In May 2013, we adopted a **conflict-free gold policy**, which codifies our commitment to promoting responsible mining practices and combatting the potential misuse of mined gold to fund armed conflict. It also adheres to widely recognized standards, and was developed through broad industry and stakeholder engagement.

Future Focus

In 2014, we will advance how our procurement practices contribute to sustainable development throughout the value chain. This work will include developing and implementing programs to improve oversight and increase our reliance on local suppliers.

There is growing concern about the proceeds from the sale of minerals being used to finance regional conflicts. In the United States, the Dodd-Frank Act was passed in 2010, requiring companies to disclose their use of conflict minerals beginning in 2014. We expect to publicly disclose our 2013 use of conflict minerals in the first half of this year.



Case Study – Valcambi Green Gold

Newmont owns 60.64 percent of Swiss gold refinery Valcambi, and in 2013, about 75 percent of the gold refined at Valcambi came from our mines. Valcambi was the first gold refinery to produce traceable gold, known as Valcambi Green Gold, sourced only from mines that meet high environmental, safety and human rights standards. Valcambi Green Gold is fully documented, independently validated, and processed in a dedicated facility. In 2013, approximately 20,000 ounces of Valcambi Green Gold were produced, all of which were sourced from Newmont's Nevada mines. Wal-Mart uses Valcambi Green Gold and since 2008, we have partnered with the retailer and Conservation International on Wal-Mart's Love, Earth® jewelry line, the first 100 percent traceable mine-to-market jewelry collection. Wal-Mart requires each manufacturing partner of Love, Earth jewelry to adhere to strict ethical sourcing standards.

Voluntary Commitments

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Newmont participates in the following organizations and initiatives to inform its sustainability programs and improve its performance.

International Council on Mining and Metals (ICMM) Sustainable Development Framework

As a founding member, we commit to implementing ICMM's **10 Principles for Sustainable Development**, which cover corporate governance, environmental stewardship and community engagement.



United Nations Global Compact

The United Nations Global Compact promotes responsible corporate citizenship and a collaborative approach to forging a more sustainable and inclusive global economy. We report our progress toward implementing the 10 Global Compact Principles in this **report**. We also participate in the United Nations Global Compact LEAD Program, which promotes adoption of the Blueprint for Corporate Sustainability Leadership.



United Nations Global Compact

Voluntary Principles on Security and Human Rights (VPSHR)

This global initiative seeks to protect human rights through leading safety and security practices. Signatories include the governments of the United States, the United Kingdom, Norway and the Netherlands, and other industry and NGO participants. Newmont reports on its efforts to implement and promote the principles on a regional basis **every year**.



International Organization for Standardization Environmental Management System Standard, ISO 14001

ISO 14001 standards require effective controls, and a systematic approach to setting and achieving improvement targets.



All our operations' environmental management systems are certified to ISO 14001 standards, with the exception of Akyem in Ghana. Akyem just started operations in late 2013 and is currently working to achieve certification.

Occupational Health and Safety Audit System 18001 (OHSAS)

OHSAS' standards define requirements for our occupational health and safety management system, and call for independent verification.

Carbon Disclosure Project (CDP)

The CDP works with corporations and shareholders to disclose major corporations' greenhouse gas emissions. Newmont has participated since 2007 and was recognized as an industry leader in 2008, 2010, 2011 and 2012.



International Cyanide Management Institute's Cyanide Management Code (ICMC)

In 2005, Newmont became one of the first signatories of the ICMC, which aims to improve the safe transport, storage and use of cyanide to protect human health and reduce the potential for environmental harm. Signatories commit to upholding ICMC's principles and standards, and commissioning independent audits. In 2013, 12 of our 13 active operations that use cyanide were certified as compliant, with the ICMI reviewing the auditor's report on the remaining site at year end. We also anticipate completing the initial Code certification process by year-end 2014 at Akyem in Ghana, which recently entered commercial production, and beginning the certification process at the Emigrant facility in Nevada.



Partnering Against Corruption Initiative (PACI)

Newmont is a founding member of the World Economic Forum's PACI. We do not tolerate bribery or corruption, we require training based on PACI principles for the employee base most likely to encounter bribery or corruption risks, and we adhere to even more stringent **U.K. Bribery Act** requirements.



Extractive Industries Transparency Initiative (EITI)

Newmont is one of 28 global companies actively involved in EITI's efforts to promote transparency in how governments spend revenues received from extractive industries, and we also support the initiative by reporting our **tax and royalty payments** annually.



Publish What You Pay

This **coalition** of 300 NGOs calls for the mandatory disclosure of payments members of the extractive industry make to governments to develop a country's natural resources.



Global Reporting Initiative (GRI)

Our 2013 global sustainability report was compiled in accordance with GRI G3 guidelines and reviewed by an independent assurance company with the goal of achieving an A+ GRI rating. We will follow the G4 framework for our 2014 report.



Global Sullivan Principles of Social Responsibility

Newmont upholds the **Sullivan Principles** as part of its efforts to protect human rights and promote social justice and economic opportunity.



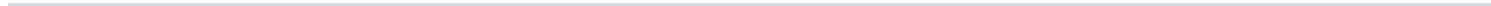
World Gold Council (WGC)

The WGC promotes responsible mining practices across the gold industry. Our conflict-free gold standard and our approach to reporting all-in sustaining costs are largely informed by guidelines and standards developed by the WGC and its member companies.



AccountAbility's AA1000 Assurance Standard

This standard is built to improve how companies manage, report and continuously improve their sustainability performance.



Health and Safety

Home / Health and Safety

Newmont's vision is to create an injury- and illness-free workplace where everyone goes home safe and healthy every day. Realizing this vision requires constant vigilance and broad accountability. Health and safety is a key pillar of our business strategy, and employees at all levels are held responsible for meeting improvement targets through our performance management program. Our standards and systems drive improvement, but behaviors are the most important factor in establishing the culture and shared commitment we need to reach zero harm. Protecting and promoting the health and wellbeing of our workforce is equally critical, and we do this by identifying and managing occupational health risk exposures, and promoting health and fitness for work. We are also committed to working with experts to improve healthcare in our host communities.

In 2013, we achieved and sustained the lowest injury rates in Newmont's history.

Read more in
[**Employee Safety**](#)

We work with health experts in Ghana and Indonesia to prevent and treat malaria, and have vastly reduced local incidences of this disease.

Read more in
[**Community Health**](#)

Employee Safety

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Approach

In early 2013, Newmont set a five-year goal to lead the industry in health and safety performance as measured by zero fatalities and the lowest injury and occupational illness rates among International Council on Mining and Metals (ICMM) member companies. We set about achieving this goal by reinvigorating our safety program and incorporating findings from a comprehensive safety review conducted by DuPont in 2012 – a recognized leader in workplace safety.

DuPont recommended that we recalibrate our safety goal to zero harm rather than simply seeking to eliminate serious injuries and fatalities; reward and recognize safety leadership by linking it to our performance management system; and improve how consistently we interpret and apply our standards and engage contractors in our safety program. These recommendations informed our refreshed health and safety strategy, which focuses on leadership, behaviors and risk management.

We hold employees accountable for demonstrating safety leadership by asking them to prepare personal safety plans, and by evaluating their contributions to safety through our performance management system. Annual bonuses are based, in part, on Newmont's collective safety performance. We also set goals to conduct safety interactions – these interactions involve engaging colleagues at work, and talking about the risks on the job and the best ways to manage them.

Our Vital Behaviors (VB) program is designed to build a safety culture from the ground up. The program is led by opinion leaders from throughout the ranks, and was recently expanded to include contractors. Through this program, VB leaders guide their colleagues in identifying and reinforcing the behaviors that matter most to safety based on their personal experiences. Ultimately, groups define a brief set of vital behaviors they expect from themselves and each other. For some groups, a vital behavior is speaking up or asking for help. For others, it's halting a job if they see something unsafe. For all of them, it's a shared commitment.

Operational risk management is an ongoing process of assessing risks and implementing controls to make processes safer. Risks are prioritized based on their potential consequence and likelihood. In 2013, we re-established our internal health and safety audit program to test compliance with the systems and standards that govern risk management and other aspects of our health and safety program.

We are committed to learning from and sharing best practices with other industry players, and complying with regulations and standards. Our site-based systems are certified to Occupational Health and Safety Assessment Series (OHSAS) 18001 standards, and we report mine safety violations at our U.S. operations in our **2013 10-K report** as required by the Dodd-Frank Act. We also take part in programs sponsored by the ICMM, the Mining Safety Roundtable, and the Earth Moving Equipment Safety Round Table to improve our performance. Finally, we participate in regional health and safety programs supported by the United States' National Mining Association – including its CORESafety program, which sets a common path for mining companies to eliminate fatalities and cut serious injuries in half by 2017 – as well as the Western Australia Chamber of Minerals and Energy, the Ghana Chamber of Mines and other associations.

2013 Performance

We achieved the best safety performance in Newmont history in 2013, reducing total injury rates by 28 percent compared to 2012. In human terms, this translates to 176 fewer injuries. We also turned in the lowest injury rates among ICMM member companies. This performance, however, was marred by the loss of our colleague Corey Vasquez, who suffered a fatal injury.

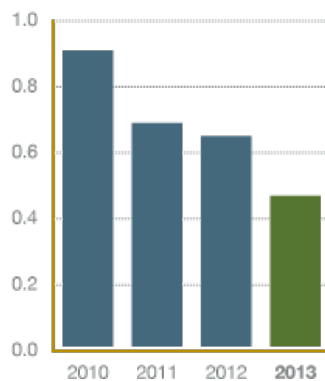
In addition to lagging safety indicators, such as injury rates, we track our performance against leading indicators, such as safety interactions. In 2013, we conducted nearly 170,000 interactions, and rolled out our Vital Behaviors program at 17 sites in six countries.

A Process Improvement Team was formed in 2013 to assess how we engage contractors and recommend improvements. The team proposed that we enhance contractor training programs; improve pre-qualification checks; and conduct regular safety reviews in contractor work areas. We began to implement these recommendations in late 2013 and expect to complete this work in mid-2014.

Our internal health and safety audit program was revived in 2013 after a five-year hiatus. Results from 15 site audits were largely positive with an average rate of 92 percent compliance with existing management, technical and safety standards. Improvement efforts will focus on better integrating risk assessments into operational planning; improving compliance with risk controls; and addressing shortcomings in some of our occupational health programs.

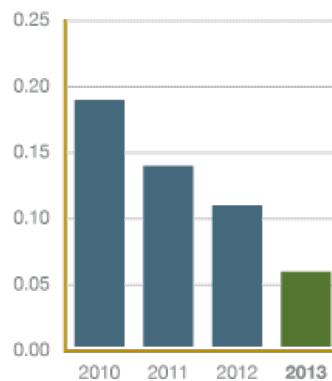
Total Recordable Accident Frequency Rate (TRAFR)

(per 200,000 hours worked)



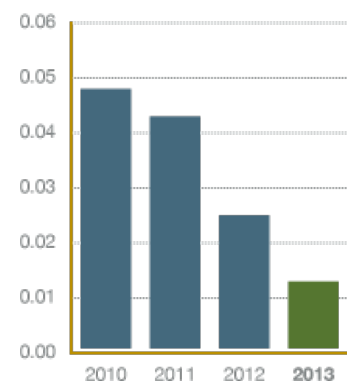
Lost Time Accident Frequency Rate (LTAFR)

(per 200,000 hours worked)



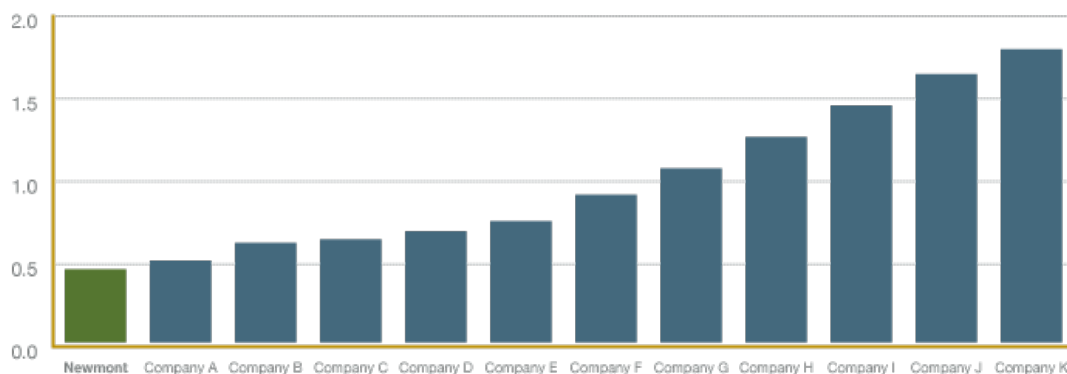
Serious Injury Frequency Rate (SIFR)

(per 200,000 hours worked)



Total Recordable Accident Frequency Rates among ICMM Member Companies

(injuries per 200,000 hours worked)



2013 Accident Statistics by Region

Region	Exposure Hours	Lost Time Accidents	Restricted Work Accidents	Medical Treatment Accidents	Lost Days	2013 LTAFR	2013 TRAFR
North America	11,576,875	9	29	27	283	0.16	1.12
South America	21,409,488	4	9	8	52	0.04	0.20
Australia/New Zealand	12,086,059	13	45	36	645	0.22	1.56
Africa	20,947,325	1	6	13	5	0.01	0.19
Indonesia	24,270,635	1	4	11	3	0.01	0.13

Future Focus

We will continue to focus on leadership, behaviors and risk management in 2014 to improve our performance, and meet our target to maintain injury rates below 0.50 per 200,000 hours worked. A new Safety Leadership Coaching Program will be piloted at sites in Australia, Indonesia and the United States to enhance safety leadership and the quality of our interactions. Under this program, our best coaches will break from their usual jobs to assist frontline supervisors in demonstrating visible, felt leadership; managing risks; encouraging vital behaviors; and communicating effectively. We are also implementing a new system to record safety interactions which will allow us to learn more from the data we collect.

Our Vital Behaviors program was launched in 2012, and work to reinforce safer behaviors will continue in 2014. We will also refresh our Health and Safety policy and standards, and address the major non-conformances we identified in last year's audit. Process safety improvements will focus on ensuring that operational exposures are identified and effectively managed. Finally, improving contractor safety will continue as a major focus in 2014. Contractors make up more than 50 percent of Newmont's total workforce and our data reveals that contractor safety remains a major exposure.



Case Study – Carlin Mine Rescue Team Named Best in Nation

While our priority is to prevent accidents, we also practice how we respond to them. Newmont’s mine rescue teams are made up of volunteers from throughout our operations who compete for a place on the team, and undergo intense training to respond to emergencies. In 2013, Newmont’s eight-person Carlin Mine Rescue Team became the first team from Nevada to win top honors at the National Mine Rescue Contest. Administered by the U.S. Mine Safety and Health Administration (MSHA) and sponsored by the Nevada Mining Association, the contest provided a platform for 29 teams from across the nation to test their skills.

Teams from Carlin and Midas spent two days responding to first-aid, technical and field challenges and qualified for the final round of competition – responding to a crisis scenario featuring multiple miners trapped in an underground shaft. Carlin team members Cody Allen, Jeremy Armstrong, Quentin Carroll, Rob Carter, Wayne Courtney, Jeromy Holland, Dustin Kappes and Brad Nelson emerged as the winners.

Newmont’s mine rescue teams have evolved from site-specific units to regional emergency support teams qualified to help other sites and mining companies, and the community at large. The teams have been called on to respond to major road accidents, search and rescue operations and other emergency situations. The teams take great pride in what they do for Newmont and the community, and in helping other mine rescue teams improve their performance.

Occupational Health

Home / Health and Safety / Occupational Health

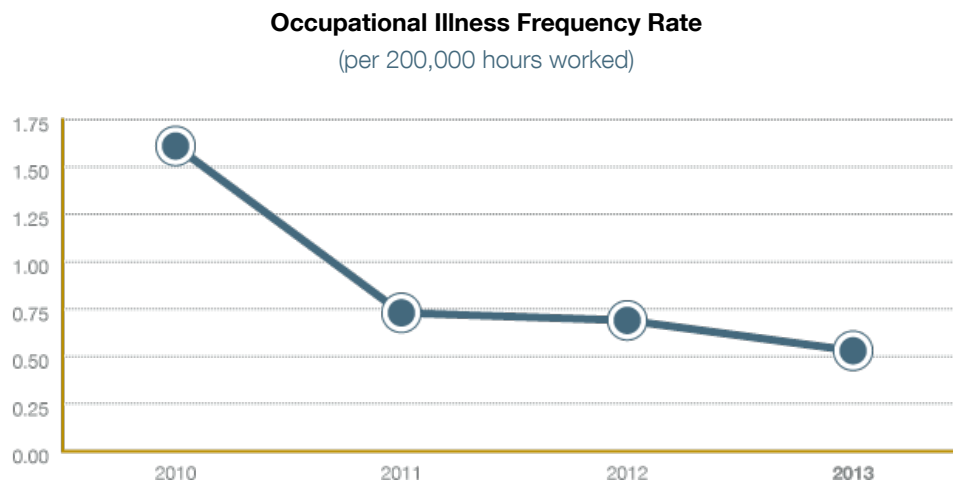
Approach

Protecting and promoting the health and wellbeing of our people is as vital as protecting their safety. We do this by:

- Measuring and monitoring the work environment and our workforce to control occupational health risks, including exposure to dust, chemicals and noise.
- Detecting and managing conditions, such as fatigue, that can impact safety and fitness for work. We invest in training to help employees spot the signs of fatigue, and pilot technologies to monitor fatigue before it leads to an accident.
- Supporting effective management of diseases that are prevalent in some of our operating regions, such as malaria. Newmont sites have clinics that are staffed and equipped to provide treatment, but our primary focus is on prevention.
- Encouraging healthy lifestyles through nutrition and exercise, and by providing wellness incentives. Many of our sites have exercise facilities and some provide nutritional information in their lunch rooms. Our U.S. health insurance plan and some of our clinics also cover diagnostic tests for blood pressure, cholesterol and other health indicators.

2013 Performance

In 2013, Newmont's occupational illness frequency rate declined as compared to 2012 as incidences of noise-induced hearing loss, malaria and musculoskeletal disorders declined.



Note: A review of our occupational illnesses reporting resulted in restatements of previously reported data. Improvements to our data management process, including tracking more relevant occupational illness categories and eliminating a category not related to exposures in the occupational workplace, resulted in the restatement. Our occupational illness frequency rate tracks the following incidents:

- Noise-induced hearing loss (> 25 db)
- Respiratory illnesses (e.g., silicosis, pneumoconiosis, occupational asthma)
- Pathogenic exposures (e.g., hepatitis, HIV)
- Occupational infections (e.g., occupational malaria, TB, dengue fever)
- Work-related cancer
- Occupational skin disease (e.g., contact dermatitis)
- Musculoskeletal disorders (e.g., carpal tunnel syndrome, de Quervain's disorder, tendonitis)
- Other occupational diseases

Information on noise-induced hearing loss data at our Yanacocha operation in Peru was not available at the time of this report and is not included in the results.

A review of our reporting mechanisms for occupational illnesses has resulted in restatements of previously-reported data. This restatement is the result of a number of improvements to our overall data management process including tracking for some new illness categories while eliminating a data category not related to exposures in the occupational workplace environment. Our monitoring program now tracks incidents of noise-induced hearing loss (> 25 db); respiratory illnesses (e.g. silicosis, pneumoconiosis, occupational asthma); pathogenic exposures (e.g. hepatitis, HIV); occupational infections (e.g. occupational malaria, TB, dengue fever); work related cancer; occupational skin disease (e.g. contact dermatitis); musculoskeletal disorders (e.g. carpal tunnel syndrome, de Quervain's disorder, tendonitis, whole body vibration syndrome); and other occupational diseases. Please note that we are still working with a service provider to process and collate the noise-induced hearing loss data from our Yanacocha operation in Peru. This information was not available at the time of this report.

Our 2013 audit findings pointed to some deficiencies in our occupational health programs, and we are working to address them by refreshing health risk assessments and mitigation plans; improving chemical documentation; and strengthening fitness for duty programs.

Future Focus

Greater focus will be placed on getting the fundamentals of our occupational health and hygiene programs right in 2014. Site teams will complete or update health risk assessments in the first part of the year, and implement plans to address the most prevalent health exposures in the latter part. Chemical management plans and medical clinics will also be assessed to ensure consistency in reporting, levels of care and costs.

Fitness for duty programs developed in 2013 will be implemented in 2014. Some elements – including pre-employment fitness for duty assessments, hearing conservation and biological monitoring programs – are already in place.



Case Study – Fitness for Duty: Spotlight on Fatigue

Fatigue is a serious safety risk for mining operations, affecting people whether they operate heavy mobile equipment or just drive to and from work. Newmont's Fatigue Risk Management Standard provides guidance on identifying and managing fatigue through:

- *Prevention* – Fatigue management plans are developed based on risk assessments that determine how staffing levels, shift rosters and other factors affect employees' ability to get sufficient rest.
 - *Education* – Employees are trained to identify fatigue and understand its associated risks and mitigation measures; some sites also make training available to family and community members.
 - *Detection* – Fatigue is monitored by people as well as technology; we use fatigue monitoring devices to alert haul truck drivers when they are getting tired and need to take a break.
 - *Mitigation* – Employees are empowered to rest when they are fatigued, and encouraged to get the nutrition and exercise they need to protect their safety and wellbeing.
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Community Health

Home / Health and Safety / Community Health

Approach

We operate in a number of countries where the prevalence of HIV/AIDS, malaria and other diseases is high. Recognizing that we have limited expertise on health matters, we partner with global health organizations, external experts, NGOs and government agencies to improve community health and access to healthcare. We also collaborate with experts to conduct baseline health assessments that help us understand the needs and systems in each of our host communities, and to monitor whether our community health programs are working. These programs focus on three key areas:

- *Preventing and controlling communicable diseases* – We uphold widely acknowledged principles of prevention, non-discrimination and support in our HIV/AIDS programs. We also partner with International SOS – a global organization with extensive experience in malaria prevention and treatment – to combat malaria in Indonesia and Ghana. **Our programs** focus on education, prevention and vector control.
- *Improving nutrition* – We work with communities in developing regions to reduce malnutrition among children, women and other vulnerable populations; and to improve health education, particularly among children. In Peru, we partner with the Clinton Giustra Sustainable Growth Initiative and USAID to reduce malnutrition in children, which has declined by eight percentage points since the program was implemented in 2008.
- *Enhancing healthcare access and infrastructure* – Improving access to quality healthcare helps reduce illness and mortality rates. We support clinics that perform medical procedures such as cataract and cleft palate surgeries; sponsor health screenings and seminars; fund medical equipment and supplies; and invest in hospitals, clinics and housing for caregivers in our host communities.

2013 Performance

In Ghana, the Newmont Ahafo Development Foundation partnered with NGO Breast Care International to provide free mammograms to more than 500 women and free vision testing to hundreds more community members in 2013 to commemorate the Foundation's five-year anniversary. Working with Project C.U.R.E., a U.S.-based medical aid organization, we also provided more than \$1.5 million in medical supplies and equipment to six health centers near Ahafo. At Akyem, we partnered with the Willamette Valley Medical Team and GhanaHope Foundation to provide free breast and cervical cancer screening services for local women, and made a number of upgrades to the local hospital.

In Australia, we partnered with the Western Australia Asthma Foundation to host educational seminars to improve asthma management; and sponsored the Wiluna Aboriginal Medical Service physiotherapy program in the Northern Territory.

In Indonesia, we worked with local businesses and the government to develop and implement a weekly voluntary health surveillance program to monitor communicable diseases, including HIV/AIDS, malaria, dengue and meningitis. After collecting and analyzing data, we alert stakeholders to any potential outbreaks and take steps to prevent them. Through this program, we diagnosed HIV cases in our host community, promoted prevention among those who tested negative, and helped those who tested positive seek treatment and support.

In Peru, Yanacocha launched a program to train teachers about health maintenance and disease prevention in an effort to reduce chronic child malnutrition, and funded a feasibility study to construct a new infectious disease laboratory to serve the regional hospital.

Future Focus

We will continue to adjust our community health programs based on the results of health assessments and what our stakeholders tell us is important. We will continue to contribute to better healthcare quality and access through funding, medical equipment donations, and volunteering our time. In 2014, we will work with Project C.U.R.E. to measure how donations benefit the medical facilities that receive them and the populations they serve.



Case Study – Fighting Malaria in Ghana and Indonesia

Remarkable progress has been made in the fight against malaria, but eradication remains elusive. We have been partnering with **International SOS** to combat the disease at our operations in Ghana and Indonesia for eight and 16 years, respectively. Baseline studies are conducted to determine the most effective intervention approach based on the prevalent types of both the mosquito that carries the parasite, and the parasite that causes the disease. Studies inform integrated malaria control strategies that focus on:

- *Vector control* – by eliminating mosquito breeding sites; exterminating larvae through environmentally friendly methods; and spraying, distributing bed nets and installing screens to protect people
- *Information, Communication and Education (IEC)* – to raise awareness of risks, symptoms, protective measures, and access to diagnosis and treatment
- *Diagnosis and case management* – through International SOS clinics that operate according to World Health Organization guidelines
- *Program monitoring, evaluation and reporting* – which involves investigating each confirmed case, and monitoring the mosquito species that caused it as well as its response to insecticides

Program results are promising. International SOS data shows that the incidence of malaria in Indonesian school children declined from 47 percent in 1999 to 0.33 percent in 2013. In Ghana, the average monthly incidence rate among the workforce declined from eight percent in 2006 to 1.1 percent in 2012. This rate increased to 1.4 percent in 2013, highlighting the need for constant vigilance and the importance of a community-wide approach.

People

Home / People

Newmont employs approximately 15,000 people around the world, and this skilled and diverse workforce is our most valuable asset. Our programs have been designed to protect our employees' rights, develop their skills and careers, and reward their performance. We want Newmont to be a place where exceptional people come to work and grow, and our people to be a source of competitive advantage. Mining, historically, has been a predominantly male industry. We are adapting the way we attract, engage and retain talented people to build a more diverse workforce and a more inclusive culture. Ultimately, our goal is to have Newmont better reflect the populations where we operate – whether that's Denver or Sumbawa – and we are working to increase female and national representation, particularly in management roles.

Newmont renewed its efforts to build a more diverse and inclusive workforce in 2013.

Read more in

[Global Inclusion and Diversity](#)

Newmont's employee engagement scores outperformed the extractive industry benchmark by double digits.

Read more in

[Recruitment and Retention](#)

Workplace Rights

Home / People / Workplace Rights

Approach

Our **Code of Conduct** guides our approach to protecting employees' rights, holding them accountable for complying with laws and regulations wherever we do business, and demonstrating ethical behavior. This Code sets forth expectations for all Newmont employees, officers and Directors, and for contractors, vendors and other business partners when they are engaged in activities on our behalf. Our **Ethics Solutions Tool** allows people to report Code violations, as well as cases of discrimination, harassment or other unethical practices, without fear of reprisal. Our Code also generally aligns with the **United Nations Global Compact** and its principles.

Newmont is an equal opportunity employer. We recruit, hire, promote and compensate employees based on their qualifications for the job. We do not discriminate on the basis of legally protected categories including national origin, race, religion, sex, sexual orientation, disability and age. We also comply with all local laws pertaining to work hours and overtime, and we do not engage in, or condone, any form of child, forced or compulsory labor.

Just over half of our workforce (54 percent) is represented by a union, bargaining unit or workplace agreement. We respect our employees' right to join unions and engage in collective bargaining without interference or fear of retaliation, and we work to build productive relationships with our employees and the organizations they choose to represent them. While Newmont is committed to providing timely disclosure of material information to all our employees, some of our workplace agreements include specific timeframes for notifying represented employees of significant operational changes. At the end of 2013, six of our eight sites with collective bargaining agreements included a minimum notice period of four weeks for communicating operational changes. The other two sites – Tanami and Yanacocha – do not have minimum notice period requirements.

2013 Performance

We negotiated new workplace agreements at our operations in Peru, Indonesia and Nevada in 2013. Negotiations were productive and the resulting agreements offered fair wages and benefits in exchange for work practices that help keep our business competitive. We also signed a memorandum of understanding with the union that represents our workforce in Ghana regarding reductions in force and payout packages to affected employees. There were no strikes or lockouts in 2013 that exceeded one week.

The percentage of our workforce that is unionized or covered by a representative body or workplace agreement is shown below:

Countries	2009	2010	2011	2012	2013
Australia	69%	34%	15%	14%	9%
Ghana	92%	79%	100%	100%	100%
Indonesia	98%	82%	82%	85%	88%
New Zealand	25%	25%	24%	27%	28%
Peru	23%	21%	19%	17%	24%
United States	33%	32%	32%	32%	35%
Global total	60%	49%	48%	51%	54%

Forty-two grievances related to human rights were reported in 2013. Of these, 20 were classified as discrimination in the workforce and the other 22 related to claims of harassment or bullying by co-workers. Newmont's human resources group investigated and resolved each of these claims. Substantiated claims resulted in various disciplinary actions including dismissal.



Case Study – Labor Relations Approach Refreshed

Newmont refreshed its labor relations approach in 2013 to improve consistency in how we balance the interests of represented employees with the interests of the business. We assess three key factors to determine how we need to adapt to keep our business strong and our employees engaged:

- The external business environment, including economic conditions and labor markets;
- Internal business factors including policies, work practices and turnover rates; and
- The relationship between management and the represented workforce, which takes into account employee engagement levels, grievances resolution and the effectiveness of our communications.

We communicate the results of this assessment and where we see room for improvement. Improvements are addressed through ongoing engagement and shape how we negotiate new contracts. The ultimate goal is to evolve the collective bargaining exercise to one based on improved collaboration.

Global Inclusion and Diversity

Approach

We believe our workforce should reflect the diversity of the countries and communities where we operate. In 2013, we introduced a formal Global Inclusion and Diversity strategy to accelerate efforts to develop a more diverse team and talent pipeline, and a more inclusive workplace. The strategy is shaped by past experience and leading practice, and features broad leadership accountability. Initial strategic priorities are to increase female and national representation in management; create a more inclusive workplace where all employees can contribute to their full potential; and establish community partnerships to develop a more diverse talent pipeline.

2013 Performance

In 2013, we set a goal to become an industry leader in global inclusion and diversity, and established targets to increase female and national representation in our leadership ranks. President and Chief Executive Officer Gary Goldberg appointed two women to his leadership team and Newmont's executive leadership team is now made up of three women and six men. Of the Company's 10 Board Directors, three are female and one is a Ghanaian national. Newmont is in the top 20 percent of Fortune 500 companies for representation of women directors. Twelve percent of senior management, and 11 percent of the entire workforce, is female.

Newmont's ranking in the Human Rights Campaign 2013 Best Places to Work Corporate Equality Index rose from 15 in 2012 to 60 out of a total score of 100. The Company's equal opportunity policy, equivalency in spousal and partner benefits, and commitment to a global, sustained and accountable inclusion and diversity effort contributed to the higher score. Company representatives also joined other industry and community groups to promote diversity and global inclusion, including the Conference Board Council on Global Diversity and Inclusion; the World Bank/IFC WINvest CEO Roundtable; and the Chief Inclusion Officer/Chief Diversity Officer Roundtable. We established a "Women in Newmont" group in our Australia/New Zealand region to increase female representation in operating roles, and partnered with the Australian Institute of Management to provide leadership training for women.

Gender	2009	2010	2011	2012	2013
Male	89%	89%	88%	88%	89%
Female	11%	11%	12%	12%	11%

Female Representation in Management Roles	2009	2010	2011	2012	2013
Board of Directors	17%	17%	27%	27%	30%
Executive leadership team	0%	0%	0%	0%	33%
Senior management	13%	14%	13%	13%	10%
Management	13%	10%	11%	10%	9%

Note: In 2012, this table reported both Management and Frontline Management information. This data should have been reported as only one Management category. This table includes corrected percentages for the Management category in 2012.

Compensation Trends	Female Employees	Average Female Salary (US\$)	Average Male Salary (US\$)	Ratio of Average Female Salary to Average Male Salary
Senior management/executive	18	\$282,308	\$274,643	1.03
Management	184	\$89,634	\$78,369	1.14
Non-management	711	\$60,798	\$69,377	0.88
Hourly/non-exempt	719	\$47,238	\$32,684	1.45
Total	1,632	\$60,518	\$47,555	1.27

Future Focus

Newmont understands that different cultures, ideas and perspectives foster greater creativity and innovation as well as improved decision making and employee engagement. To this end, future efforts will focus on:

- Developing strategic partnerships with organizations to ensure we increase the diversity of the talent pool from which we hire and promote;
- Integrating inclusion and diversity principles and concepts into existing leadership development programs;
- Developing and deploying cultural competency and diversity awareness training programs;
- Launching Company-sponsored business resource groups that bring together employee groups to share knowledge and experiences to enhance professional growth; and
- Identifying the vital behaviors necessary to create a more inclusive workplace.



Dr. Elaine Dorward-King



Jodie Gray



Lisa Mirtsopoulos

Case Study – Inspiring Women

In 2013, Women in Mining U.K. (WIM) launched its 100 Global Inspirational Women in Mining Project to promote the business case for gender diversity, inspire more women to join mining, and honor those who have made a significant contribution. We were proud to have three Newmont employees nominated for this honor:

- Dr. Elaine Dorward-King, Executive Vice President, Sustainability & External Relations, was recognized for her 25 years of leadership and management experience in developing and implementing sustainable development, safety, health and environment strategies in the mining, chemical and engineering consulting industries.
 - Jodie Gray, Pit Technician Supervisor, Boddington Mine, started in mining when she was 17 years old and has worked in a variety of different roles. In 2013, Jodie was recognized as an Outstanding Technician/Tradesperson in the Chamber of Minerals and Energy of Western Australia's Women in Resources award program.
 - Lisa Mirtsopoulos, Dump Truck Operator and Trainer in Australia, made a career change from a travel manager to dump truck driver, and became a mining industry advocate. Her passion led her to create Dump Truck Discovery, a website that informs and encourages people to take up the profession.
-

Recruitment and Retention

Home / People / Recruitment and Retention

Approach

Newmont works to attract qualified and exceptional individuals to its workforce, and to retain those who contribute to the Company's success through its Employee Value Proposition (EVP), which involves:

- Strengthening management and leadership skills through measurement, evaluation, coaching and mentoring programs;
- Creating career opportunities to inspire, motivate and challenge employees;
- Delivering industry leading performance in safety, environment and social responsibility;
- Providing competitive pay and benefits aligned to performance and in support of long-term career and personal goals;
- Creating a progressive workplace; and
- Providing a healthy, people-oriented work environment.

Recruiting efforts are aligned with our business strategy and focus on how best to meet current and future business needs. Our preferences are to hire locally in our **host communities**; ensure job candidates represent diverse backgrounds and ideas; identify international assignments for new and high-potential employees in key roles; and proactively plan for succession to top roles. When hiring outside of Newmont, we use a variety of regional and job-specific sources. Our university recruitment program supports relevant degree programs, and helps build our entry-level talent pool.

We seek to offer competitive compensation everywhere we operate. Our programs are locally structured and managed to reflect differences in culture, employee preferences and statutory requirements. Compensation is directly linked to performance, and employees can earn significant rewards based on individual and Company performance. Benefits packages are designed to help employees maximize their physical, financial and personal health and wellbeing. Our packages vary by region and reflect local practices and requirements, and employee needs. Benefits typically include health and welfare components such as medical, life and disability insurance coverage; retirement benefits; holidays and paid time off; and recognition awards and development investments. The range of benefits available also depends on each employee's position and years of service.

2013 Performance

We streamlined our operating model in 2013 to improve efficiency and adapt to challenging market conditions. Our new model features greater business accountability at the regional and site levels and shifts our corporate focus to strategy and governance. Where reductions in force were called for, we followed a notification process and treated people fairly and with respect, offering severance packages and outplacement assistance. At the end of 2013, Newmont's global workforce was made up of more than 15,000 employees and 17,000 contractors, a 17 percent decrease compared to 2012. Our voluntary turnover rate averaged 6.8 percent during the year.

We conducted a global employee engagement survey for the third consecutive year in 2013. More than 12,700 employees responded, representing a record response rate of 78 percent. The survey included a new Manager Effectiveness index, which allowed employees to give anonymous feedback on their managers' leadership skills. Survey results show that Newmont employees remain very engaged, with engagement scores outperforming the extraction industry benchmark by double digits. We also achieved high scores in the areas of safety, environment and social responsibility. Certainty about the Company's strategy declined in 2013, highlighting room for improvement in how we communicate both the Company's refreshed strategy and employees' role in delivering it. Managers with five or more direct reports were also asked to create action plans for 2014, focusing on a few key opportunities to improve engagement based on feedback from their teams.

Total Workforce	2009	2010	2011	2012	2013
Employees	14,294	14,917	16,643	16,553	15,069
Contractors	15,161	16,990	21,312	21,939	16,953
Total	29,455	31,907	37,955	38,492	32,022

Note: Employee and contractor numbers include personnel from operating sites only, not exploration or closure sites.

Employees by Region	2009	2010	2011	2012	2013
Australia	1,217	1,636	2,037	2,069	1,930
Ghana	1,675	1,766	2,217	2,514	2,470
Indonesia	4,190	4,056	4,117	4,334	3,875
New Zealand	135	134	149	128	120
Peru	3,053	3,375	3,792	2,864	2,392
United States	4,024	3,950	4,331	4,644	4,282
Total	14,294	14,917	16,643	16,553	15,069

Contractors by Region	2009	2010	2011	2012	2013
Australia	2,603	1,645	1,658	1,503	1,267
Ghana	2,156	2,967	7,516	7,014	3,884
Indonesia	4,279	4,828	3,001	5,914	4,692
New Zealand	215	252	308	285	191
Peru	4,979	6,468	7,576	5,059	5,086
United States	929	830	1,253	1,978	1,833
Total	15,161	16,990	21,312	21,753	16,953

Full/Part-Time Workforce	2009	2010	2011	2012	2013
Part time	49	45	92	70	6
Full time	14,245	14,872	16,551	16,483	15,063

Regional Turnover (2013)	Employee Initiated	Total
Australia	11%	22%
Ghana	1%	15%
Indonesia	10%	12%
New Zealand	6%	6%
Peru	3%	16%
United States	7%	15%

Historic Turnover Rates	Employee Initiated	Total
2013	6.79%	15.30%
2012	6.14%	14.00%
2011	5.59%	8.05%
2010	3.86%	6.85%
2009	4%	10%

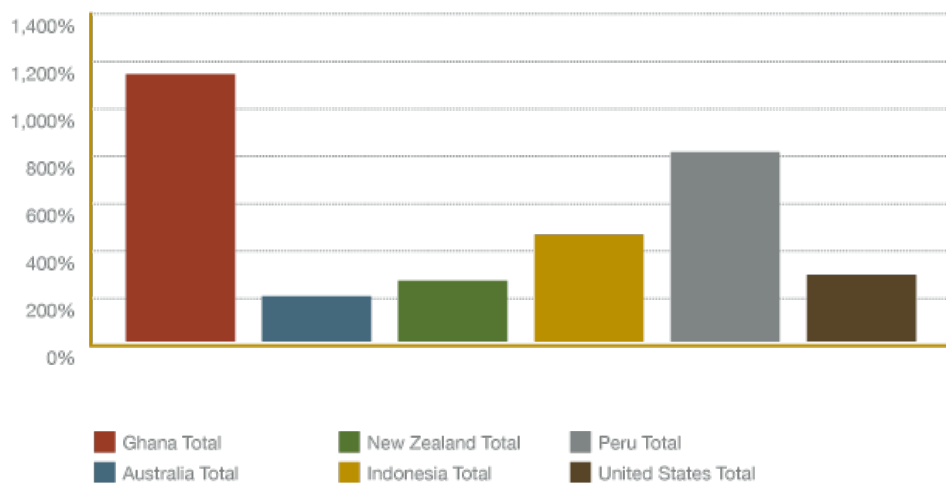
Turnover by Age Group (2013)	Total Number	Percentage
Total turnover by age group < 30	332	15.34%
Total turnover by age group 30 to 50	1,546	13.92%
Total turnover by age group > 50	538	22.05%

Turnover by Gender	2009	2010	2011	2012	2013
Males	1,041	776	1,073	2,023	1,971
Females	332	205	207	363	445

Turnover Rate by Gender	2009	2010	2011	2012	2013
Males	8%	6%	7%	14%	15%
Females	21%	12%	10%	19%	27%

On average, we pay hourly and non-exempt employees wages that are significantly higher than the minimum wage in their respective country, particularly at our operations located in rural and developing economies.

2013 Newmont Average Salary Compared to Country Minimum Wage



Future Focus

We will continue our work to understand and address the needs of employees and evaluate our employee value proposition to ensure that it remains competitive and resonates with employees. A key focus in 2014 will be expanding our Manager Effectiveness survey to provide results to a broader audience, and advancing our efforts to develop action plans to enhance managers' leadership capabilities.



Case Study – Ghana Repatriation Program

Newmont's fastest growing operating region is in Ghana – a country experiencing strong economic growth. Many Ghanaian citizens study and work abroad. Newmont launched a repatriation program in 2012 to support Ghanaians returning home to serve as mentors and leaders, and to increase national representation on its regional leadership team.

Candidates for the program are Ghanaian citizens who have 10 years of work experience and have worked abroad in developed countries for at least seven years. The program is designed to address some of the challenges repatriates face. A financial component offers a three-year bridge to help transition from international to Ghanaian compensation and benefits. Relocation assistance, tax preparation services, temporary housing and transportation services also are offered to facilitate the transition. Since the program was implemented, six individuals have benefited from it; of those, five currently serve as leaders in Newmont's Ghana operations.

Development and Talent Management

Home / People / Development and Talent Management

Approach

The goal of Newmont's development and talent management program is to build and maintain a high-performance organization that has the right people with the right skills to deliver our business strategy. Our training programs give our employees the skills and knowledge they need to conduct their work in a safe, responsible and effective manner. We provide technical training to people in highly specialized jobs and to those who require new skills. All business leaders must also undertake annual training on Newmont's **Code of Conduct**.

Our professional and leadership development programs are designed to help employees grow and develop the skills needed for successful careers. For example, we offer courses on developing effective manager skills and key leadership behaviors. Employees may also pursue external courses or be given international assignments to further develop their skills. Those who take on expatriate roles are also required to transfer knowledge and skills to the local workforce. Finally, we support ongoing education through apprenticeships, tuition assistance, and scholarships to universities and technical schools.

Performance Management connects employees and their work to business priorities and strategy. Our program is built to align individual and collective goals and clarify expectations. Employees work with their managers to define their goals, and managers conduct regular conversations and semi-annual performance reviews to review progress and address barriers. The program focuses on both behaviors and outcomes, and results are used as the basis for merit-based compensation and to help inform succession plans.

Our talent management program includes strategic workforce planning, succession planning and talent assessment, along with development programs. We have a strong track record of preparing employees to take larger roles within the Company through developmental assignments, training and coaching.

2013 Performance

Of our total employee population, 59 percent were eligible to participate in our formal performance review process and received a review in 2013. We also invested more than \$13 million in training and development programs. Our current international assignee population consists of 188 people from 18 different home countries working in 13 countries. The majority are non-U.S. nationals selected based on their technical skills, cross-cultural competencies, and commitment to transfer their knowledge and skills to develop the local workforce.

Training and Development Investment	2009	2010	2011	2012	2013
Total (US\$M)	\$15.02	\$13.70	\$15.86	\$15.89	\$13.40
Total (hours)	925,396	816,838	799,223	1,179,573	1,080,603

2013 Average Hours of Training per Year, per Employee by Employee Category



Future Focus

In 2014, we plan to update our performance review process to reduce complexity, increase the connection between personal objectives and business results, and help drive key leadership behaviors. In addition, our leadership development programs will be realigned to our current business priorities and enhanced to ensure ongoing application of leadership skills and behaviors.



Case Study – Developing Leaders at Yanacocha

Yanacocha's LEAD program provides current and future leaders with the tools and knowledge they need to be highly effective in their roles, focusing on:

- *Leading people* – maximizing individual capabilities and team performance
- *Leading the business* – increasing business acumen and use of financial metrics to manage the business
- *Leading change and continuous improvement* – developing critical communications, planning and change management skills
- *Personal leadership development* – learning about personal leadership style and preferences to be more effective

LEAD is a program that combines about 35 hours of classroom instruction with on-the-job training. Part of this training also involves working to strengthen relationships with peers across the organization, and developing action plans to build trust with colleagues. Throughout 2013, more than 200 individuals participated in Yanacocha's LEAD program.

Economic Development

Home / Economic Development

Mining can be a powerful catalyst for economic and social development, contributing to local and national economies, creating infrastructure, strengthening human capacity, and improving access to healthcare, education and other essential services. Our goal is to build a more sustainable, competitive business that delivers industry leading returns to shareholders while simultaneously advancing social and economic conditions for our employees, host governments and communities wherever we operate.

Newmont paid \$644 million in royalties and taxes to host communities and governments in 2013.

Read more in

[Economic Contributions](#)

We are committed to building shared value in host communities through direct and indirect employment and skills development.

Read more in

[Local Hiring and Skills Development](#)

Economic Contributions

Approach

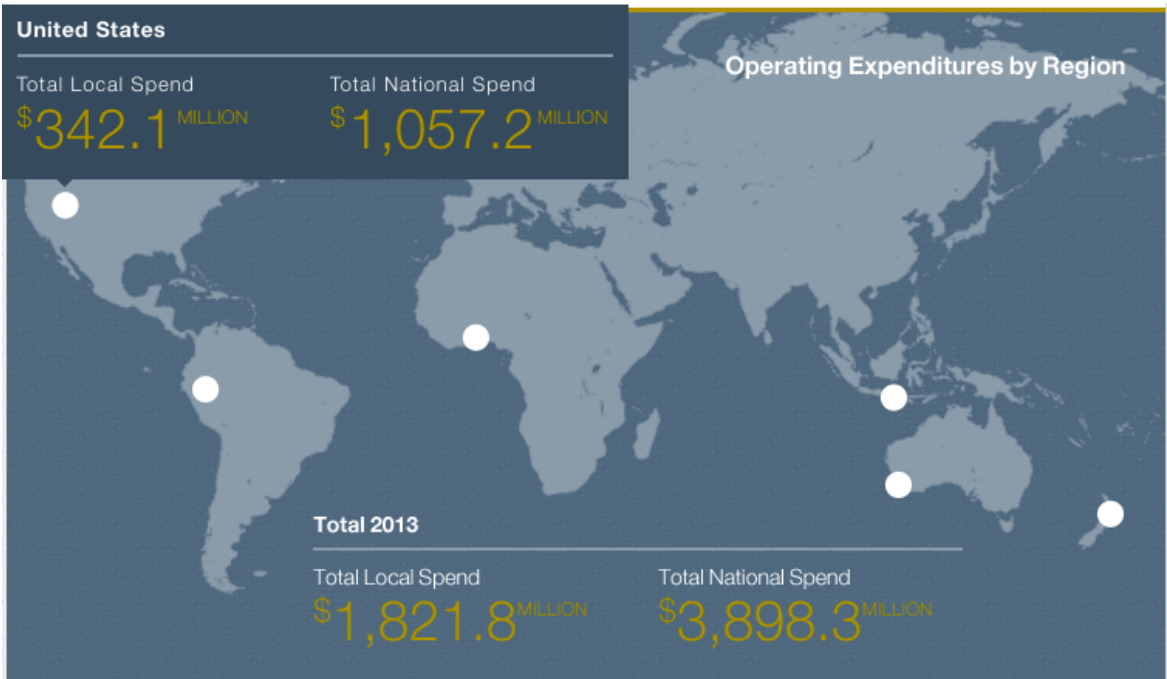
Newmont's operations contribute directly to the economies of the regions in which we operate through wages and benefits, taxes and royalties, purchasing goods and services, and investing in community initiatives. We also engage with governments and civil society organizations to combat corruption and ensure that mineral revenues foster sustainable growth through greater revenue transparency.

Newmont is actively involved in the Extractive Industries Transparency Initiative (EITI), a coalition of governments, companies, investors, civil society groups and international organizations whose goal is to promote transparency regarding payments by resource companies to governments, as well as transparency on how governments allocate these revenues.

EITI supports improved governance that builds accountability between governments and stakeholders. As an original signatory to the EITI in 2002 and a member of the EITI Board since 2009, we support the initiative's implementation in countries where we operate. Currently, Ghana and Peru are EITI compliant countries and Indonesia is a candidate country. Australia is undertaking an EITI pilot, and in March 2014, the EITI accepted the United States as a candidate country.

2013 Performance

Newmont's direct economic contributions totaled \$8.94 billion in 2013, including \$519.2 million in taxes and \$125.0 million in government royalties.



Operating Expenditures by Region

Peru

Total Local Spend

\$447.3 MILLION

Total National Spend

\$848.1 MILLION

Total 2013

Total Local Spend

\$1,821.8 MILLION

Total National Spend

\$3,898.3 MILLION

Operating Expenditures by Region

Ghana

Total Local Spend

\$45.8 MILLION

Total National Spend

\$493.2 MILLION

Total 2013

Total Local Spend

\$1,821.8 MILLION

Total National Spend

\$3,898.3 MILLION



Operating Expenditures by Region

Indonesia

Total Local Spend
\$59.5 MILLION

Total National Spend
\$435.8 MILLION

Total 2013

Total Local Spend
\$1,821.8 MILLION

Total National Spend
\$3,898.3 MILLION



Operating Expenditures by Region

Australia

Total Local Spend
\$895.3 MILLION

Total National Spend
\$988.3 MILLION

Total 2013

Total Local Spend
\$1,821.8 MILLION

Total National Spend
\$3,898.3 MILLION

Operating Expenditures by Region

New Zealand

Total Local Spend
\$31.7 MILLION

Total National Spend
\$75.6 MILLION

Total 2013

Total Local Spend
\$1,821.8 MILLION

Total National Spend
\$3,898.3 MILLION

2013 Taxes and Royalties (in millions)

Country	Government Royalties	Taxes	Total	Percent of Total
Australia	\$70.1	\$(86.2)	\$(16.1)	-2%
Ghana	\$24.1	\$103.9	\$128.0	20%
Indonesia	\$4.9	\$10.4	\$15.3	2%
New Zealand	\$1.7	\$(4.6)	\$(2.8)	0%
Peru	\$24.2	\$330.4	\$354.6	55%
United States	–	\$165.2	\$165.2	26%
Total 2013	\$125.0	\$519.2	\$644.2	100%

Rebates and refunds from governments received in 2013 were \$99.13 million. This includes \$60.9 million in Australia attributable to a diesel fuel rebate and \$38.26 million in Ghana due to tax rebates related to personnel income and sales tax exemptions.

2013 Economic Value Generated (in millions)

Country	Revenues
Australia	\$2,556
Ghana	\$957
Indonesia	\$523
New Zealand	\$157
Peru	\$1,458
United States	\$2,413
Total 2013	\$8,064

2013 Economic Value Distributed (in millions)

Country	Operating Costs	Employee Wages and Benefits	Payments to Providers of Capital	Payments to Governments	Community Investments	Total
Australia	\$1,883.7	\$462.6	\$2.6	\$(16.1)	\$1.6	\$2,334.4
Ghana	\$539.0	\$86.5	\$0.2	\$128.0	\$8.8	\$762.5
Indonesia	\$495.4	\$131.3	\$5.7	\$15.3	\$26.5	\$674.1
New Zealand	\$107.3	\$11.0	–	\$(2.8)	\$0.5	\$116.0
Peru	\$1,295.4	\$227.8	–	\$354.6	\$15.6	\$1,893.3
United States	\$1,399.3	\$713.0	\$882.8	\$165.2	\$3.7	\$3,164.1
Total 2013	\$5,720.07	\$1,632.17	\$891.33	\$644.23	\$56.68	\$8,944.47

2013 Economic Value Retained* (in millions)

Country	Total
Australia	\$221.58
Ghana	\$194.51
Indonesia	(\$151.12)
New Zealand	\$40.99
Peru	(\$435.34)
United States	(\$751.08)
Total 2013	(\$880.47)

* Value Retained is calculated by subtracting our economic Value Distributed – operating costs, employee wages and benefits, payments to providers of capital, payments to governments and community investments – from our economic Value Generated (i.e., revenues).

Future Focus

Newmont is working to implement the International Council on Mining and Metals' *Partnership for Development* toolkit, which was developed in collaboration with the United Nations Conference on Trade and Development (UNCTAD) and the World Bank Group. The toolkit provides a common framework to measure our full economic and social contribution at a national and local level, and to compare our contributions across different countries and companies. In addition, the toolkit provides guidance on communicating our findings through publishing country case studies and hosting workshops with stakeholders.

The toolkit focuses on the following six areas where partnerships between mining companies and stakeholders can enhance the contribution and minimize the negative impacts:

1. Poverty reduction
2. Economic development – revenue management
3. Economic development – regional development planning
4. Economic development – local content
5. Social investment
6. Dispute resolution



Case Study – New Metric Shows True Cost of Gold Mining

In 2013, Newmont worked to develop a metric that gives shareholders and other stakeholders greater visibility into the economics of our gold mining operations. Developed by Newmont and other members of the World Gold Council (WGC) and announced in June 2013, the new “all-in sustaining cash cost” (AISC) metric includes a more complete picture of the cost of producing gold over the mine lifecycle.

The AISC metric is a significant change from the industry’s previous reporting method. Historically, gold companies reported only on costs applicable to sales (CAS), which included mining, processing, selling and royalty costs. The AISC metric includes CAS plus sustaining capital, exploration and advanced projects, and general and administrative costs.

Newmont’s decision to report its AISC on a quarterly basis was driven by its goal to make it easier for investors – as well as governments, communities and other stakeholders – to understand the true margin and cash generated for every ounce of gold produced. AISC includes:

- *Costs applicable to sales* – all direct and indirect costs related to current gold production incurred to execute on the current mine plan
- *General and administrative expenses* – the cost of performing administrative functions
- *Exploration expenses* – the cost of exploring for gold and copper to maintain a sustainable business
- *Advanced projects, research and development* – the cost of developing organic growth projects
- *Other expenses* – social responsibility costs and other costs that do not affect future production
- *Sustaining capital* – the cost incurred to maintain current operations
- *Reclamation and remediation* – the cost of restoring disturbed land after mine closure

In 2013, our AISC attributable to Newmont was \$1,105 per ounce of gold, and the average gold price for the year was \$1,393. While we cannot control the gold price, we can control many of our costs and efficiencies. Per our outlook announced on January 30, 2014, we expect our 2014 AISC to be between \$1,075 and \$1,175.

To learn more, read our [**All-In Sustaining Cost fact sheet**](#).

Local Hiring and Skills Development

Home / Economic Development / Local Hiring and Skills Development

Approach

Mining generates significant direct and indirect economic contributions, including local employment and capacity building. Our **recruiting and retention efforts** include guidelines to promote local employment. We also work to build local capacity and skills – often in partnership with local governments – through training and apprenticeship programs.

Wherever we operate, we are committed to complying with all applicable human rights, civil rights and labor laws; providing equal employment opportunity to employees and job applicants; and maintaining a workplace free from illegal discrimination, harassment and retaliation. We hire and promote the most qualified individuals, regardless of age, disability, gender, sexual orientation, nationality, race, religion, veteran status or any other applicable protected category.

2013 Performance

In Ghana, local employment targets were established in consultation with host communities. At both our Ahafo and Akyem operations, our short-term target is for 35 percent of the total workforce to come from communities impacted by our operations, and our longer-term target is to increase local representation to 50 percent within 10 years of commencing operations. At both sites, 100 percent of the unskilled workforce is sourced from local communities. While Akyem only began production in late 2013, more than 40 percent of the workforce represents nearby communities and 53 percent are Ghanaian nationals.

We also offer skilled mechanical and electrical specialist training to local community members in Ghana. Each trainee is awarded a City and Guilds of London Institute Certificate at the end of his or her coursework. In 2013, 10 local students – five from the communities near Ahafo and five near Akyem – entered into the four-year Newmont Ghana Apprenticeship training program. All graduates of the program are offered employment in a variety of roles including control room operators, process operators, tradesmen, welding and maintenance. Currently, 460 graduates – out of a total of 462 graduates since the program began in 2005 – are employed by Newmont.

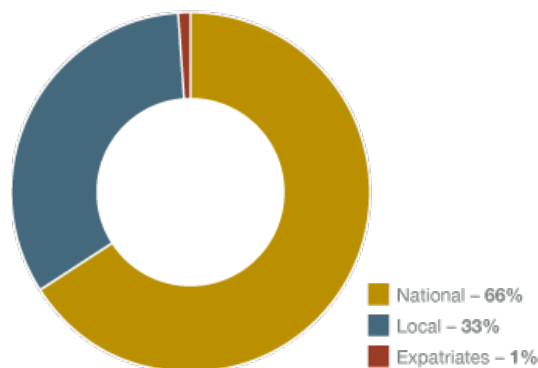
In Australia, we have set Indigenous workforce targets that are higher than the Australian industry standard of 4.6 percent. We are working to build representation of Indigenous Peoples to 10 percent and 15 percent of the total workforce, respectively, at our Boddington and Tanami sites by 2018. At year-end 2013, the sites achieved 4.6 percent and 10 percent, respectively. Both operations have initiated pre-vocational training and mentoring programs for Aboriginal candidates and employees.

In Peru, residents from Cajamarca represented 60 percent of Yanacocha's workforce in 2013, up from 58 percent in 2012. About 95 percent of our managerial employees are Peruvian nationals, and the general manager of operations is a Cajamarquino.

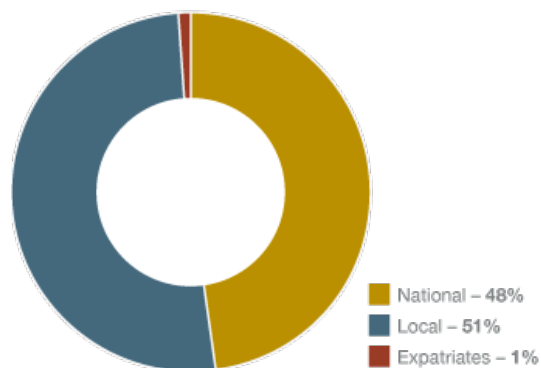
At our Batu Hijau operation in Indonesia, local citizens are given preference in hiring decisions. At the end of 2013, more than 70 percent of the operation's workforce was from the local area and 28 percent was from other parts of Indonesia.

At our Jundee operations in Australia, we formalized a **memorandum of understanding (MOU)** with the Aboriginal Martu people for land management work at our mine site. The Martu rangers are working toward a Certificate in Conservation and Land Management through a shared training program with the Durack Institute and Central Desert Native Title Services.

Workforce Composition – Employees



Workforce Composition – Contractors



Future Focus

In 2014, we expect to finalize and implement our Local Procurement and Employment Standard, which sets minimum requirements for hiring locally and relying on local businesses for goods and services.



Case Study – A Model Partnership with the Martu People

The Martu people of Wiluna are the traditional owners of the remote land where our Jundee mine in Western Australia is located. In 2008, the Wiluna Regional Partnership Agreement was established to enhance the Martu community's socio-economic development opportunities. Newmont is a signatory to the agreement, and one component of our commitment is to provide jobs to community members. However, initial efforts to recruit and retain Martu employees at our mine site were not successful as the shift schedules and work did not align with the community's culture or priorities.

In 2010, Newmont and the Central Desert Native Title Services, which assists traditional owners in protecting and advancing their native title rights, formed a partnership to employ Martu members to conduct environmental compliance and rehabilitation services – such as drill-hole rehabilitation, invasive weed control, feral animal management, threatened fauna mapping, recycling and water quality monitoring – across two million hectares surrounding our Jundee mine.

This partnership – the first of its kind in Australia – provides the Martu people with employment opportunities that draw on their more than 40,000 years of specialized land management skills and gives them a schedule that works with their cultural calendar. In turn, the Martu rangers help Newmont achieve its goals for Indigenous employment, environmental stewardship and advancing the rights and empowerment of the Martu people.

The project involved extensive consultation and collaboration with the community and Central Desert, which manages the ranger program. Since its pilot in 2011, the program has grown to include a second ranger team that works on the broader pastoral lease as well as a female ranger team.

According to a 2013 Muntjiltjarra Wurrugumu Group survey, the Martu community considered land management as the top employment opportunity for males in the region, and Newmont was identified as the community's preferred mining employer. The program was a finalist for Australia's 2013 Golden Gecko award, which recognizes best practices and innovation in environmental management. In addition, the UN Global Compact Australia chapter highlighted the program in a case study showing how human rights can be incorporated into employment and economic development programs.

Local Purchasing

Home / Economic Development / Local Purchasing

Approach

While we are committed to purchasing local goods and services everywhere we conduct business, we have begun to develop local purchasing plans across our operating jurisdictions to codify that commitment. We have also developed supplier classifications – local-local (supplier is located in a community directly affected by mining operations), local, national and international – and local procurement targets for each of our operating regions.

We analyze products and the companies that manufacture them in close collaboration with local experts. This step is necessary to ensure that the goods and services not only offer the quality, terms, delivery, service, quantity and price we need, but that they also meet the standards we establish with all our suppliers to conduct business in the most ethical, environmentally sensitive and socially acceptable manner.

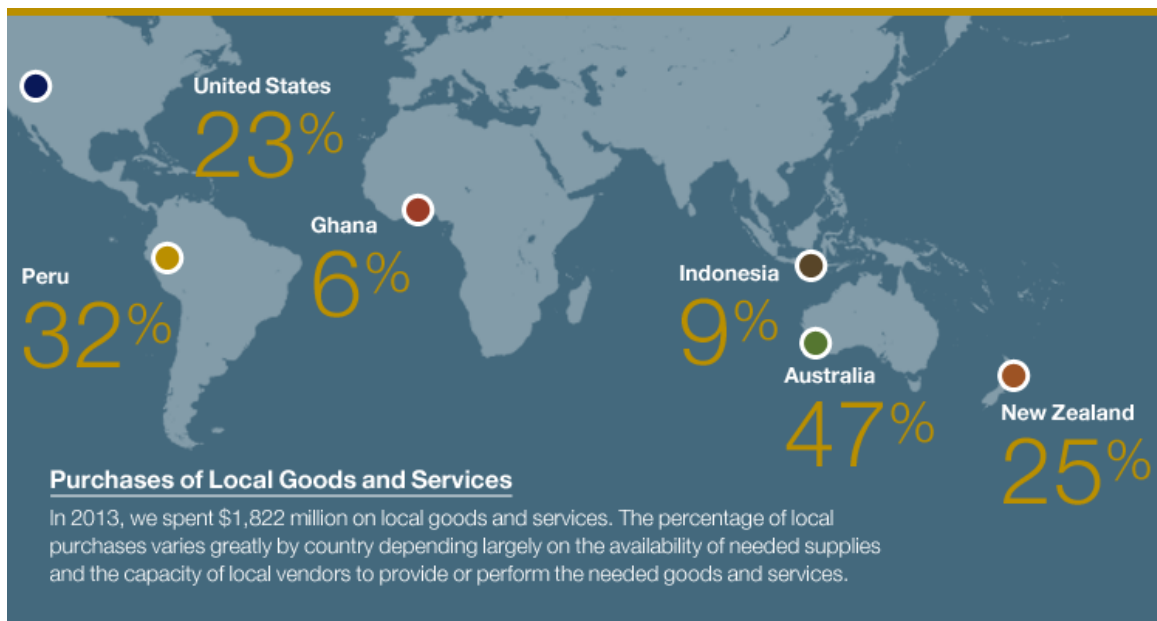
In developing regions, where there may not be enough qualified local suppliers, we work with governments and NGOs to implement programs that help local businesses provide goods and services to our projects and operations. In some instances, we provide training and educational resources to ensure safe and environmentally responsible performance. For example, in Ghana the Ahafo Linkages Program (ALP), which is funded by Newmont and the International Finance Corporation (IFC), provides training to increase the competitiveness of micro, small and medium enterprises in the communities near the mine. To date, the ALP has trained more than 100 local suppliers and has provided around 400 local businesses with nearly \$40 million in contracts.

The public sector plays a critical role in fostering local content, and we are committed to working with governments to develop policies and incentives to create a business environment and policy frameworks that help foster the development and competitiveness of local businesses.

2013 Performance

In 2013, we improved our data categorization and verification systems for local-local and local spending. We also developed a recommended Local Business Initiative (LBI) spending level for each region and began tracking and monitoring expenditures against these targets. We expect to communicate our performance against our 2014 targets in 2015.

Yanacocha revitalized its approach to local hiring and procurement in 2013 and entered into an agreement with the Cajamarca Chamber of Commerce to promote more opportunities for local vendors and contractors. This agreement established actions to increase transparency and inclusiveness in the bidding process, and launch a capacity building program to help local contractors submit successful bids. As a result, the number of Cajamarquino companies invited to participate in Yanacocha's bidding process increased by 87 percent and the dollar amount of contracts awarded locally rose from \$3.4 million to \$7.6 million.

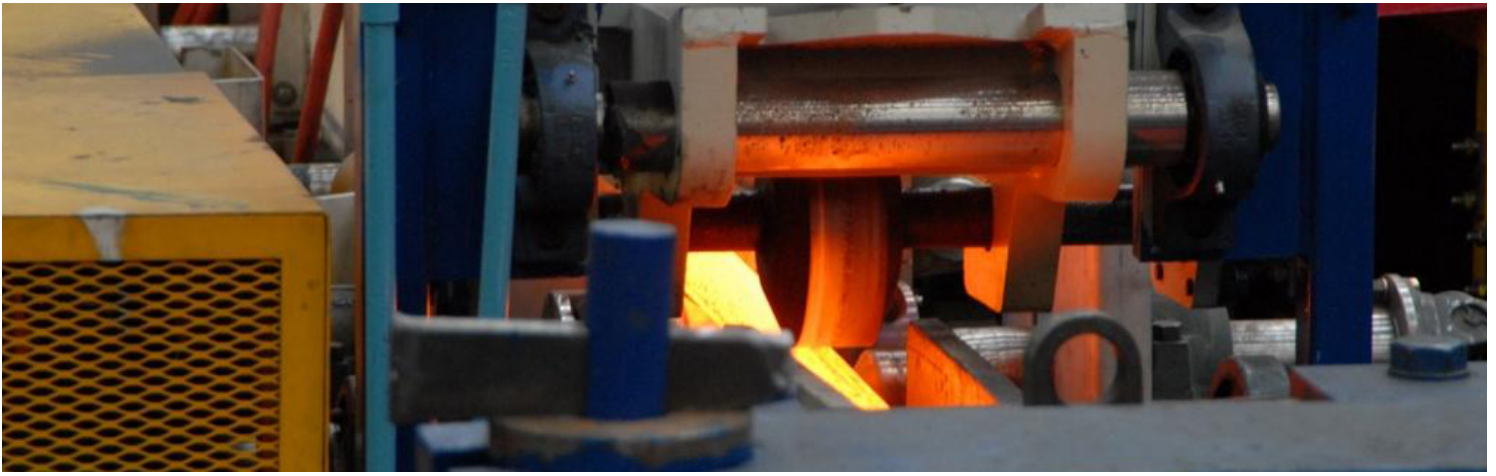


2013 Goods and Services Purchased (in millions)

Country	Local	National	International	Total	Percent Local
Australia	\$895.34	\$988.32	\$16.01	\$1,899.68	47%
Ghana	\$45.80	\$493.15	\$236.42	\$775.38	6%
Indonesia	\$59.54	\$435.84	\$195.82	\$691.20	9%
New Zealand	\$31.69	\$75.64	\$18.67	\$125.99	25%
Peru	\$447.29	\$848.10	\$102.06	\$1,397.44	32%
United States	\$342.12	\$1,057.23	\$64.69	\$1,464.04	23%
Total 2013	\$1,821.78	\$3,898.28	\$633.67	\$6,353.73	29%

Future Focus

Our long-term focus is to improve how we track and categorize local purchasing, and how we engage with local stakeholders to set targets and build capacity to meet them. We also are developing classifications for national and international suppliers that are registered locally.



Case Study – Ground-Breaking on a New Manufacturing Facility in Ghana

The Scaw Metals Group is the largest producer of cast high chrome grinding media – used in the mining process to crush rock into smaller pieces – in the southern hemisphere and the leading supplier of its kind in Africa. Newmont has relied on Scaw for grinding material at its Ahafo mine in Ghana since 2005. When Newmont awarded Scaw its original contract, it was the Company's first major contract outside of southern Africa.

In late 2008, the Ghanaian government sought to formally increase the resource sector's reliance on local businesses, goods and services to stimulate economic growth and job creation. Because Scaw is based in South Africa and not Ghana, Newmont and Scaw discussed opportunities to maintain the business relationship while meeting the local content goals of the government.

In early 2011, Scaw registered and opened its first office in Ghana. Newmont, along with Ghana's Chamber of Mines, actively encouraged Scaw to strengthen its local presence by building a manufacturing facility as well. In November 2013, Scaw – in partnership with South African-based Guma Group and Ghana-based Jospong Group of Companies – broke ground on its first West African grinding media plant. Once the \$40 million facility is complete, it will produce the materials Scaw once imported from South Africa. In addition, the plant is expected to provide local job opportunities during construction and once the plant is operational.

Community Infrastructure





Approach

Investing in community infrastructure involves much more than constructing the projects needed to support the mine. Lack of transportation infrastructure impacts logistics. Poor sanitation and healthcare infrastructure leads to unhealthy workers. Insufficient power or water systems can lead to operational interruptions, higher costs and conflicts with the community. Addressing the gaps or failures in the infrastructure of the communities near our operations is an important step in building shared value.

We work closely with communities, as well as local and national governments, to identify and prioritize opportunities to address infrastructure deficiencies. In the event that we need to resettle people, we also invest in housing and community services at a level that often improves living conditions.

Infrastructure Projects

While each community is different, projects often fall into four categories:

 <div>Transportation</div> <div>roads, ports</div>	 <div>Water</div> <div>reservoirs, canals, boreholes, water treatment facilities, upgrades to existing systems</div>	 <div>Power</div> <div>supply lines, transformers, generators, power stations</div>	 <div>Sanitation</div> <div>toilets, landfills, waste management services</div>
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In rural and developing regions, we aim to mitigate potential adverse impacts and maximize opportunities related to the expected influx of people seeking jobs and other economic opportunities related to mining. Influx Management Plans (IMP) are developed in collaboration with other stakeholders and partners to define key strategic community infrastructure and development goals.

2013 Performance

At our Akyem operation, the IMP identified specific infrastructure needs for project-affected communities (PACs). Between 2010 and 2013, a number of water and sanitation improvements have been implemented. Along with drilling boreholes across the PACs, three small town water systems were developed to provide safer, more reliable and sustainable access to potable water and alleviate the strain on existing facilities. To improve the sanitation infrastructure, household latrines and public facilities were constructed throughout the communities. In addition, we signed an agreement to haul waste to the local landfill and began construction of a modern landfill facility. Our Ahafo operation completed construction of nurses' quarters and rehabilitation of the Tanoso Health Center.

Our Indonesia operations allocated around \$890,000 to develop a power network in West Sumbawa in 2013. The state-owned utility was unable to build the network due to cost and geographical obstacles. With the funding from PTNNT, more than 400 power poles will be installed along 20 kilometers, delivering electrical power to the village for the first time.

We also conducted a series of studies and seminars on the economics of refining. Studies concluded that building a copper smelter in Indonesia is not currently an economically viable proposition. This conclusion was supported by Indonesia's most prestigious technical university, the Bandung Institute of Technology, and a USAID-sponsored review conducted for the Ministry of Trade.

In May, Yanacocha completed construction of the Chailhuagón reservoir in Peru's Cajamarca region. The reservoir has a capacity of 2.6 million cubic meters and serves as a year-round water source for local communities. Water flow from the reservoir is regulated by engineered outlets that provide for the controlled and safe release of water to downstream communities. Construction of the Chailhuagón reservoir and the associated sediment pond is part of the **"water first" development approach** designed to address community concerns and secure social acceptance for developing the Conga project.

Yanacocha's foundation, the Asociación Los Andes de Cajamarca (ALAC), funded a number of drinking water and rural sanitation projects in communities near our operations, including a major project to improve the drinking water supply in Cajamarca. In partnership with the local water authority, Yanacocha upgraded the treatment system at the local water plant, and commenced construction of a **new reservoir and network system** in a nearby suburb. One new power system in Cajamarca was completed in 2013 and the other is expected to be completed in 2014.

Future Focus

In 2014, an updated Community Investment and Development standard will be finalized and implemented. This standard sets the minimum requirements for planning, execution, monitoring and evaluation of development activities initiated or otherwise participated in by Newmont to ensure that these development activities equitably improve quality of life and align with the Company's principles of transparency and shared value.



Case Study – Improving Water Quality and Supply Reliability in Cajamarca

As part of its commitment to community development, Yanacocha is funding several projects aimed at improving drinking water quality and supply reliability for more than 180,000 people in the city of Cajamarca in Peru. While there is significant rainfall and enough water in the rivers in the region, there is a lack of potable water in the city due to undersized and inadequate infrastructure.

This joint initiative by the municipal water authority and Yanacocha is focused on expanding and optimizing water pipelines; upgrading the capacity and technology of local water treatment plants; and constructing a new reservoir and network system in the suburb of Mollepampa. It is an important, long-term investment that will support future growth and development in the area, which is being driven in large part by mining. Since work began, the number of projects has risen from seven to 10, with total funding from Yanacocha increasing to more than \$13 million.

Yanacocha was awarded a 2013 Sustainable Development Award by Peru's National Society of Mining, Petroleum and Energy in recognition of these efforts.

Capacity Building

Home / Economic Development / Capacity Building

Approach

We can serve as a catalyst for capacity development, but we believe communities should take the lead in identifying opportunities and prioritizing their needs. We seek partnership opportunities with NGOs and local government agencies to lend expertise and create oversight mechanisms to ensure programs effectively address local development challenges and are sustainable after Newmont's operations close.

Our capacity-building initiatives fall into three categories:

- Community-wide empowerment to improve the capacity of the members, local institutions and even national institutions to manage development efforts;
- Education and training to build the necessary knowledge and skills for jobs outside the mining sector; and
- Productivity and earning power programs to advance livelihoods that are already in place through improving crop yields, expanding market availability and reducing post-harvest losses.

We often partner with or create foundations to advance our capacity-building efforts.

2013 Performance

We established the Newmont Ahafo Development Foundation (NADeF) in 2008 to support local community development projects. Newmont contributes \$1 per ounce of gold sold and one percent of the net profit from its Ahafo operation to NADeF. In 2013, we contributed approximately \$4.6 million to NADeF, bringing our total contribution since 2008 to nearly \$17.5 million. Included in Newmont's annual contribution is a provision for the creation of an endowment fund, with an increasing proportion of the funds earmarked as endowment funds over the life of the mine.

NADeF was structured to ensure community ownership and participation in the foundation's efforts. Its nine-member Board of Trustees includes five community members and four Newmont representatives, and the activities of the NADeF are driven by the communities near the mine. Funding supports the following six areas of development:

- Human resources development (scholarships and apprenticeships);
- Economic empowerment (micro credits, business start-ups);
- Infrastructural development;
- Social amenities;
- Cultural heritage and sports; and
- Protection of natural resources.

The Newmont Akyem Development Foundation (NAKDeF) has a similar structure to NADeF, and the selection of community Board members was approved in 2013. NAKDeF's framework is expected to be finalized in early 2014.

Newmont's Waihi operation in New Zealand funds a community investment program that identifies three tiers of projects – those we are obliged to deliver, such as environmental rehabilitation; those that meet our goal to leave a sustainable legacy, such as capacity-building initiatives; and requests for community donations and sponsorships. We invested \$2.1 million in community initiatives across Australia and New Zealand in 2013. Investments focused on community capacity building, health, farming and agriculture, education, and civic and public infrastructure initiatives. In 2013, Australia began implementing programs and procedures to address findings from an internal review of its community investment programs completed in 2011. The findings determined that investments were being directed toward the areas of

greatest impact. However, many community members were unaware of the process to request funding.

In Indonesia, our community development programs focus on five areas:

- Improving community health standards;
- Improving the quality of primary and secondary education;
- Increasing income through job opportunities and skills development;
- Strengthening the local agriculture, marine and tourism industries; and
- Maintaining and preserving cultural heritage.

To help build a more sustainable economy in Sumbawa, PTNNT established two foundations. The Olat Parigi Foundation (YOP), which is managed by community-elected members, provides support to those projects selected by the community. And the West Sumbawa Economic Development Foundation (YPESB) runs empowerment and capacity-building programs for small and micro businesses in the area. In 2013, PTNNT's community development programs and foundation contributions totaled \$26.5 million.

Our Nevada operations created the Newmont Legacy Fund in 2010 to provide a more strategic and long-term community investment program. The fund is a three-pronged program that includes an employee-giving campaign that is matched dollar-for-dollar by Newmont; a community investment program; and a community endowment fund, which will assist in meeting future community needs. In 2013, Nevada employees pledged more than \$1 million to the Newmont Legacy Fund and Newmont plans to distribute nearly \$2.1 million to non-profits throughout northern Nevada in 2014.

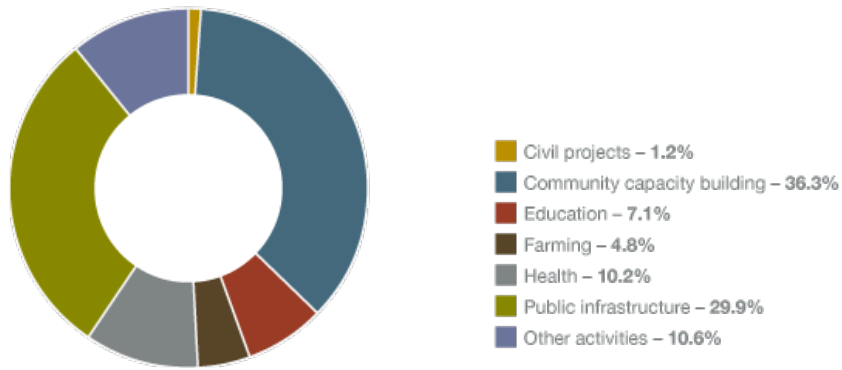
In 2004, Yanacocha established the Asociación Los Andes de Cajamarca (ALAC) foundation to forge public and private partnerships that support sustainable development in the Cajamarca region. ALAC is focused on four strategic objectives: equity in education and health; business capacity building; infrastructure development with an emphasis on water management; and institutional strengthening. In addition to investing in **improvements to drinking water systems** in 2013, ALAC continued programs to reduce chronic malnutrition in children, lower the school dropout and grade repetition rate, and strengthen human capital development through scholarships and literacy programs. Yanacocha contributed more than \$4.1 million to ALAC in 2013.

Newmont invested a total of \$56.7 million globally in 2013 to support a wide range of community initiatives.

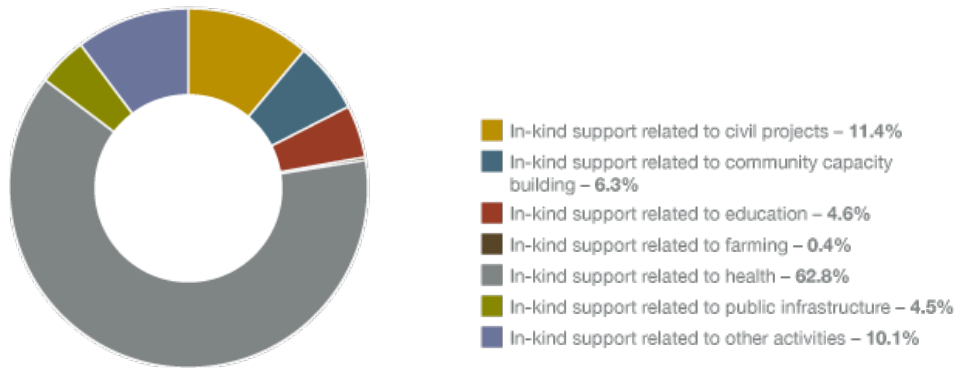
2013 Regional Community Investments (in thousands)

	Total Community Investment	Total In-Kind Support	Total
Australia	\$1,427.02	\$128.20	\$1,555.21
New Zealand	\$503.28	\$4.54	\$507.82
Ghana	\$8,041.70	\$778.40	\$8,820.11
Indonesia	\$26,519.30	—	\$26,519.30
United States	\$3,678.45	\$24.00	\$3,702.45
Peru	\$15,546.72	\$25.05	\$15,571.77
Total 2013	\$55,716.47	\$960.18	\$56,676.65

Monetary Community Investments



In-Kind Community Investments



Future Focus

In 2014, an updated Community Investment and Development standard is expected to be finalized and adopted. This standard sets minimum requirements for planning, execution, monitoring and evaluation of development activities initiated or otherwise participated in by Newmont. The goal is to ensure that these development activities equitably improve quality of life and align with the Company's principles of transparency and shared value.



Case Study – Scholarships Help Build Bright Futures

One of the most important ways Newmont contributes to the economic strength and sustainability of its host communities is by providing access to quality education.

In Cajamarca, Peru, the Alternative Literacy and Basic Education Project (PAEBA) – which is funded by Yanacocha – seeks to increase confidence, interest in education, civic engagement, and local economic growth by improving literacy rates among teens and adults. In 2013, 870 people over the age of 15 graduated from one of the program's three levels, and around 2,200 have graduated since the program began three years ago.

In Ghana, the Newmont Ahafo Development Foundation (NADeF) awards scholarships for continuing education to local students pursuing a high school or university degree. The region's apprenticeship program – a four-year skills development program for mechanical and electrical specialists – provides participants with practical work experience and relevant, marketable skills. Graduates of the program often continue as employees of Newmont, but also are able to pursue opportunities at other companies or start their own businesses. Since the program's inception in 2005, around 460 people have graduated from the program.

In 2013, Newmont's Boddington mine in Australia partnered with the Gnaala Karla Booja (GKB) native title claimants and the South West Aboriginal Land and Sea Council to create the Kalyagool Kadadjiny Scholarship Program. The scholarship provides financial assistance to GKB, Noongar and Aboriginal Western Australians who want to pursue continuous learning opportunities that are aligned with Boddington's business needs. Courses include studies in human resources, geology, business, sustainability, organizational development, engineering and occupational safety and health.

Through the Waihi Gold Education Trust, Newmont has awarded more than \$680,000 in student scholarships and financial support to local community education initiatives and the Waihi College in New Zealand.

Newmont's operations in rural Nevada support educational and training opportunities by funding scholarships to the Great Basin College (GBC) Mine Maintenance Training Program. Participants in the program complete coursework at the community college and work as paid interns at a local mine. In addition, Newmont's contributions to the GBC Foundation Endowment for New Programs help GBC create new academic and training programs to meet the evolving needs of the local economy.

Community Relationships

Home / Community Relationships

Building strong relationships with the communities where we operate requires more than meeting legal and regulatory requirements and providing jobs. Earning our social license to operate means effectively engaging with communities to address their concerns about mining and competing land use priorities, and demonstrating that our operations provide meaningful, long-term benefits.

We progressed environmental and social impact assessments to support development of our Long Canyon project in Nevada.

Read more in

[Community Assessments](#)

A memorandum of understanding (MOU) signed with Pamakkan community leaders in August codifies how we will work together to create shared value in Suriname.

Read more in

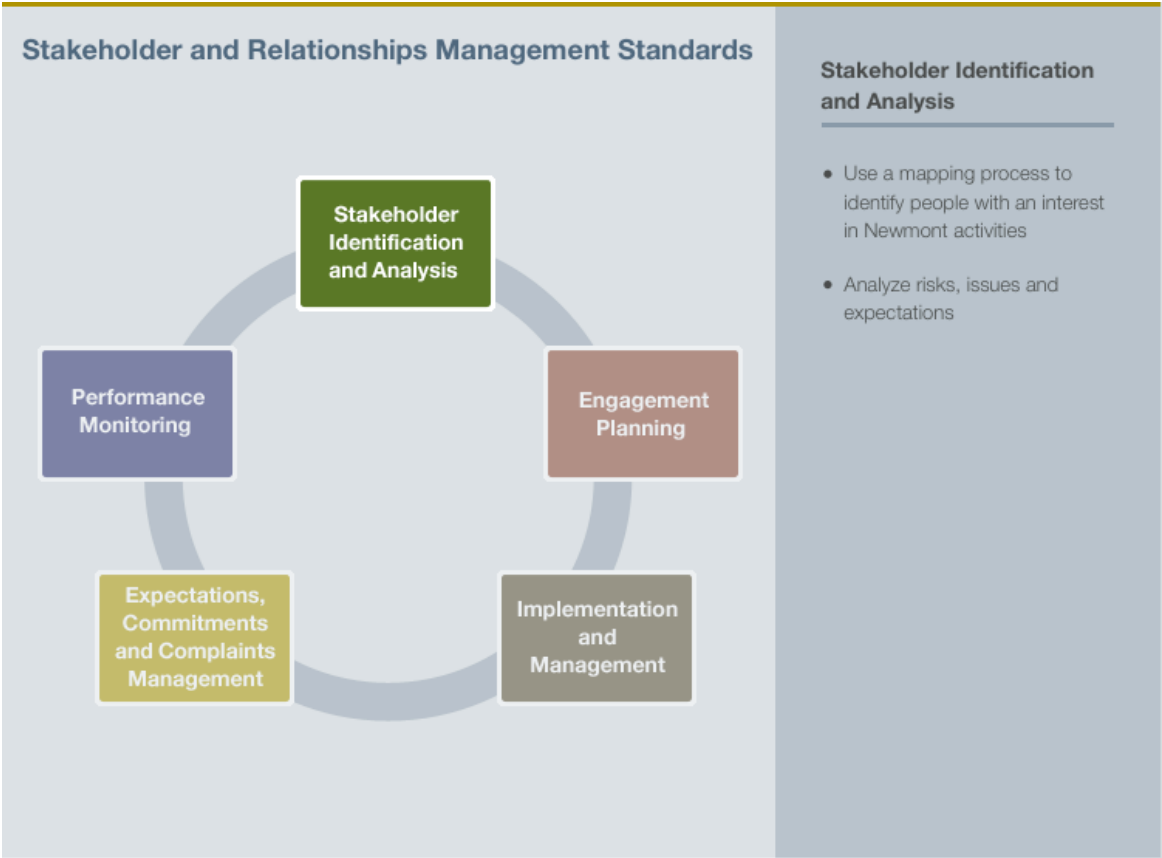
[Community Engagement](#)

Community Engagement

Approach

Our work to build relationships and maintain trust with communities near our operations begins in the early exploration stage of the mine lifecycle and continues through mine closure. Because our first contact with the community often occurs during exploration, we developed our ***Exploration Guidebook*** in 2012 to help our exploration teams effectively manage environmental and social matters, communicate our vision and values, and establish positive relationships with the community.

The basis for developing and maintaining constructive, long-term relationships and minimizing potential risks to the business is our Stakeholder and Relationships Management Standards. These standards establish the requirements for planning, implementing, and monitoring stakeholder engagement practices at each site.



Stakeholder and Relationships Management Standards



Engagement Planning

- Develop an engagement strategy
- Ensure engagements with Indigenous Peoples involve representative bodies and consider free, prior and informed consent (FPIC) requirements
- Provide awareness, conflict and human rights training to personnel conducting engagement
- Communicate regularly with stakeholders
- Develop complaints/grievance mechanisms in accordance with the UN Guiding Principles on Business and Human Rights

Stakeholder and Relationships Management Standards



Implementation and Management

- Train personnel to ensure behaviors honor local norms and promote involvement
- Encourage local stakeholders to play a leadership role in the process
- Incorporate safety and emergency response awareness
- Provide engagement training to external stakeholders, if necessary
- Review and update engagement plans at least annually based on risk and complexity

Stakeholder and Relationships Management Standards



Expectations, Commitments and Complaints Management

- Maintain commitments and complaint/grievance registers
- Ensure compliance with anti-corruption requirements
- Respond to complaints in a timely and consistent manner

Stakeholder and Relationships Management Standards



Performance Monitoring

- Track effectiveness of activities
- Conduct studies every three years with relevant stakeholders
- Monitor and report commitments and complaints to management and undertake corrective actions on lagging items

Our relationships with host communities continue to evolve under the lessons and guidance of the **Community Relationships Review (CRR)**, an independent global assessment of Newmont's relationships with host communities. The review, which was initiated in 2007 by a shareholder resolution and supported by Newmont's Board of Directors, was published in 2009. This report was the first of its kind by a mining company because it offered detailed, transparent and honest feedback from community stakeholders. More than 250 local stakeholders and 100 Newmont employees were interviewed. Our previous policies, procedures and training programs were assessed in detail by an independent advisory board.

We have since implemented a range of programs informed by the CRR recommendations, and reported our progress in each ensuing year with Board engagement. In 2013, we continued to address the recommended improvements, ensure accountability for sustaining performance, and better integrate the lessons learned into our strategic and business planning processes. This is the first sustainability report in which we are incorporating our CRR progress into our regular reporting processes.

While we will always look to improve our community relations capacity, practices and management systems, our goal is to shift our focus from addressing deficiencies to integrating world-class community relations practices into our ongoing business strategy.

2013 Performance

The CRR identified several avenues to improve relationships with communities surrounding our operations. Our current efforts are focused on improving four key areas – community relations capabilities; performance standards; integrated social performance assessments; and complaints and grievance management.

The organizational structure of our Environment and Social Responsibility department underwent a complete rebuild during 2013, in part to strengthen our social responsibility approach. Through this effort, we evaluated our capabilities, processes and interfaces, as well as our alignment across regions and functions. The resulting Sustainability & External Relations (S&ER) department now encompasses environment, social responsibility, external relations and government relations. We also established a requirement for each of our operating regions to have adequate representation of these functional areas within the regional leadership team. The responsibility for performance now resides with site general managers.

The restructured S&ER department undertook a complete review of its performance standards during the year to improve understanding and implementation, and incorporate site experience over the past two years. As a result, previous standards were combined, simplified and/or deleted, reducing the number from 22 to 12, and three new standards were added to manage the full spectrum of risks. The revised standards will be finalized in 2014.

To monitor the effectiveness of our social performance and alignment with our social responsibility standards, we implemented a social assessment protocol. The protocol includes mechanisms to evaluate community perceptions and identify and track corrective actions. In addition to the six assessments completed in 2012 (Boddington, Jundee and Tanami in Australia; Waihi in New Zealand; Batu Hijau in Indonesia; and Yanacocha in Peru), Ahafo and Akyem in Ghana completed social assessments in 2013. In 2014, the protocol will be embedded as part of our formal environmental and social auditing program.

Complaints and grievances management was identified in the CRR as a key area for improvement and we conducted reviews of each site's grievance mechanism and ability to measure performance. Following this review, we developed guidance materials to help regions develop and implement robust grievance mechanisms. A complaint reporting form and tracking register helped improve management and reporting by tracking a number of statistics including the number of complaints, resolution of complaints, and escalation of complaints to external mediation and/or the judicial system.

In 2012, we commissioned a white paper by RESOLVE, an independent public policy organization, to provide counsel in developing an effective model for community advisory panels, including mandates and roles, areas of focus, ground rules and other elements.

Regional highlights for 2013 are as follows:

- In Ghana, we sponsor Social Responsibility Forums for community representatives to provide direction on principles of engagement; local employment; complaints and grievance management; land access; and closure and reclamation issues. In 2013, four Forum meetings were held throughout the year along with a number of Community Consultative, Crop Rate Negotiation and Resettlement Negotiation Committee meetings. In addition, a public meeting was held on the proposed Ahafo Mill Expansion project.
- Operational leaders in Australia, New Zealand and Indonesia developed a framework that integrates social responsibility into the business planning process and establishes specific targets through an annual cross-functional workshop. This framework led to the development of a robust property policy at Waihi that was created in conjunction with community members, and is overseen by an independent review panel.
- In 2013, Newmont and the communities of Wendover and West Wendover, which are located near its Long Canyon project in Nevada, reached an agreement related to water rights, new water infrastructure projects and community contributions.
- We appointed new leaders in Peru in October 2012, who were charged with taking a fresh approach to building social acceptance for existing operations and development projects, including the Conga mine. Early in 2013, the new leadership team moved its offices from Lima to Cajamarca where affected communities live, publicly committed to addressing community issues cross-functionally, and outlined **initial improvements** including cultural awareness training, establishing a community advisory committee, and more regular, relevant and responsive communications.
- In 2013, Yanacocha conducted a number of focus groups to socialize proposals related to the Conga project and receive input and feedback. In addition, the Security/Community Integration Program (SCIP) held eight community social gatherings that brought together community members and Yanacocha security personnel in an effort to build trust and relationships and provide an opportunity for members to engage with the Yanacocha team.
- In Suriname, we conducted an independent review to evaluate the existing relationship between the Company and the community near our Merian project. Based on the findings, we developed an action plan for community engagement and executed on the review's recommendations, which resulted in successfully signing a **memorandum of understanding (MOU)** with the Pamaka tribe.

Complaints or Grievances Recorded on Site Registers in 2013	Number	Resolved within 30 Days
Australia/New Zealand	928	98%
Ghana	985	87%
Indonesia	N/A	Not formally tracked
Nevada	19	72%
Peru	757	76%

- Sites registered a total of 2,689 complaints in 2013; 87 percent of all complaints were resolved within 30 days and 94 percent of complaints in the fourth quarter of 2013 were resolved within 30 days.
- Eight of 14 (57 percent) sites reporting complaints and grievances are achieving the proposed 80 percent resolution target to resolve within 30 days.
- More than half of the complaints and grievances received were social matters primarily related to vendor and property compensation, employment and land access. Complaints and grievances regarding environmental matters were primarily related to vibrations from blasts, noise and other concerns.

Future Focus

In 2013, we streamlined our social responsibility standards, incorporating them into a single Stakeholder and Relationships Management Standard. We plan to implement this standard across all sites in 2014 and begin to measure our performance against its requirements.



Case Study – Listening Study Helps Rebuild Relationships in Peru

To better understand the reasons behind the public's negative perception of Yanacocha and the Conga project, in early 2012 Yanacocha engaged the University of Queensland's Centre for Social Responsibility in Mining (CSRSM) to undertake a thorough, independent assessment of community perceptions.

The findings from this *Listening Study* included the perceptions that:

- The company's operations and community engagement created economic inequalities and a negative emotional legacy;
- Yanacocha did not effectively listen to the community;
- Structural and systemic factors within the organization compromised Yanacocha's ability to build and maintain relationships;
- There was a lack of clarity around Yanacocha's development agenda;
- The suspension of the Conga project was linked to Yanacocha's legacy;
- Historical events, such as the protests in the early 2000s over Yanacocha's Cerro Quilish project, continue to impact relationships with the community; and
- The company's approach seemed to be more short term to obtain permits and license to operate than long term in support of sustainable development.

Recognizing the need to re-establish the relationship with the community and earn the social license to operate, in 2013 Yanacocha implemented its *Regaining Social Legitimacy* program. The four pillars of the program include:

- *Respect for Cajamarca* – Social responsibility awareness training with employees and contractors and more face-to-face community engagement with urban and rural stakeholders to improve community perceptions of Yanacocha workers.
- *Transparency and Credibility* – Increased communications and engagement about mine plans, policies, employment, social programs and other activities to improve the company's reputation at the national and local level. In the 2013 Merco/Datum International Ranking of the most responsible companies in Peru, Yanacocha moved from 12th in 2012 to sixth in 2013.
- *Partner for the Development of Cajamarca* – Educating local vendors about the company's bidding process and developing a capacity-building program to train local contractors in submitting successful bids. As a result of these efforts, the number of Cajamarquino companies invited to bid increased 87 percent, and the amount of contracts locally awarded increased from \$3.4 million in 2012 to \$7.6 million in 2013.
- *Responsible Actor for Water and Environment* – In alignment with Yanacocha's "water first" approach to developing its Conga project, building the Chailhuagón reservoir and several water infrastructure projects to improve water quality and supply reliability.

Community Assessments

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Approach

The framework we use to perform community assessments includes:

- *Social baseline studies* – Comprehensive social baseline studies are often conducted long before operations begin. They involve desktop studies, surveys and stakeholder meetings. The collected data provides insight into demographic characteristics, socio-cultural institutions and the state of infrastructure and institutional capacity.
- *Social impact assessments* – Social impact assessments (SIAs) help us understand the potential impacts of our activities on a community and develop effective mitigation approaches to minimize the negative and maximize the positive. The assessments include extensive engagement with local stakeholders to identify opportunities for socio-economic development and improve the long-term outlook for the community. Our social responsibility standard requires each Newmont operation to undertake an SIA every five years or when there is a significant change in operating conditions.
- *Community needs assessments* – Community needs assessments involve asking community members and leaders for their opinions of the current services available within the community and what services are needed. The assessments are also used to identify opportunities to create or build the capacity of community-based organizations, including establishing and supporting local foundations or forming partnerships with NGOs or other organizations that have specific development expertise. It is vital that the community supports and actively participates in these efforts.

Most of these assessments are conducted using internal experts during the early stages of our presence in a community, and by independent experts in later stages.

2013 Performance

As of December 31, 2013, 64 percent of our sites and projects had a social impact assessment in place, with 100 percent of those conducted within the last five years.

Project/Operation	SIA Updated in Last Five Years	Community Needs Assessment in Place	Other Assessments
Australia:			
Boddington	Yes	No	No
Jundee	Yes	Yes	Yes – 50 percent of the Wiluna Aboriginal population (100 people)
KCGM	Yes	Yes	Yes – Stakeholder Perception Survey undertaken in October 2013
Tanami	Yes (finalized in 2014)	Yes	No
Ghana:			
Ahafo	Yes	Yes	Yes – External Stakeholder Perception Survey
Akyem	Yes	Yes	Yes – Akyem Amanie Readership survey; Livelihood Enhancement and Community Development Programme (LECDEP) effectiveness study
Indonesia:			
Batu Hijau	Yes	Yes	No
New Zealand:			
Waihi	Yes	Yes	Yes – Residents who took part in the Healthy Homes Project were surveyed to assess the effectiveness of the insulation project
Peru:			
Yanacocha	Yes	No	Yes – Conducted a survey on inexistence of archeological sites
Suriname:			
Merian	Yes	No	
United States:			
Nevada	Twin Creeks/Winnemucca and Carlin do not have SIAs in place. Region is exploring options to conduct regional SIA	No	Yes – Through research partnership with University of Nevada-Reno and Dr. Glenn Miller conducted survey of Western Shoshone members, community leaders
Long Canyon project	Yes	No	No

Regional highlights for 2013 are as follows:

- At our Africa operations, social/community/human rights assessments are routinely conducted and incorporated into other discipline-specific audits and evaluations. These include the Akoben audit, the International Finance Corporation's (IFC) External Compliance Monitoring Group (ECMG) Environmental, Health and Safety Audit, and the IFC's Social Performance Assessment (SPA). An SPA at Akyem and Ahafo was conducted in 2013 by the University of Queensland's Centre for Social Responsibility in Mining. The Bureau of Integrated Rural Development (KNUST) also conducted a Social Perception Survey, and during the year Ahafo's baseline health assessment was updated.
- We commissioned a third party, JKTech Pty Ltd, to conduct the SIA for our Golden Link Project in Waihi, New Zealand, and a final report was issued in 2013. The study included a research and literature review; stakeholder mapping, consultation and engagement; a workforce survey; and data and analysis reporting. We plan to develop an action plan based on the findings in 2014. For the Correnso Effected Project Area in Waihi, we initiated a **social impact management plan** in late 2013 and expect to conclude the project in early 2014. At Tanami, we conducted an SIA to ensure our efforts and social programs were aligned with the appropriate stakeholders and their expectations. We expect the SIA to be finalized in early 2014.
- In 2013, Newmont finalized the economic impact assessment for the Long Canyon project, which is located between West Wendover and Wells, Nevada. Throughout the year, Newmont worked with the U.S. Bureau of Land Management (BLM) on the project's environmental impact assessment (EIA). A **draft EIA** is expected in early 2014.
- In Suriname, Newmont commissioned Environmental Resources Management (ERM) to undertake an environmental and social impact assessment (ESIA) in 2011, in accordance with Suriname government guidelines. The assessment identified potential environmental, social and health impacts associated with developing the Company's Merian project and described proposed mitigation measures. Local communities, government agencies, traditional authorities and NGOs were consulted and public meetings were held to discuss findings, solicit feedback and incorporate recommendations. The final draft was submitted to the government in February 2013 and approved in December 2013.

Future Focus

We will continue working to enhance our community assessment practices to build a stronger understanding of communities where we work and respond to concerns in a culturally informed manner. Our community assessments will inform and be part of our evolving country risk management framework.



Case Study – Waihi Engages Community on Proposed Mine Expansion

Newmont's mine in Waihi, New Zealand, dates back to the discovery of gold in the 1800s. While the original mine closed in 1952, the increase in gold prices in the late 1970s sparked new exploration and prospecting activity in and around Waihi.

Today, the Waihi community (population of around 5,000) and Newmont's mining operations co-exist – the Martha open pit operation is surrounded by the town with the Favona and Trio underground operations accessed through the Favona portal on the town's outskirts. With current operations nearing the end of the mine life, Newmont's near-mine exploration activities identified the Correnso ore body, which would allow mining activities to continue in Waihi.

While at significant depths below the surface (between 130 and 350 meters), parts of the Correnso deposit lie below existing homes. In addition to extensive studies to better understand the vibration, land stability and settlement impacts of the proposed underground mine, Newmont conducted a robust stakeholder engagement program seeking feedback and input.

The result of the engagement efforts was the development of a property and community investment policy (PCIP), a voluntary program designed to protect property values, provide a framework for compensation to property damage and invest in community improvements.

In 2013, Newmont received approval to construct the Correnso mine. This is the first time a mine under residential properties has been permitted in New Zealand. As part of Newmont's commitment to strict consent conditions, mine plans are posted online at the beginning of each month along with real-time information about vibration events above Correnso. These initiatives are in addition to the current blast notification program that provides residents daily updates of upcoming blast times by text, email, phone or online.

Indigenous and Tribal Communities

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Approach

Newmont is committed to ensuring our presence and activities respect the rights of Indigenous Peoples and create a net benefit in their communities.

In Australia, we have operations near Indigenous communities, and we are guided by the framework we developed in 2011 to build relationships based on trust and to address the communities' cultural, social, economic and heritage needs. Newmont is a founding signatory and financial sponsor to three Australian regional partnership agreements (RPAs): the South West Employment and Enterprise Development Agreement (EEDA) with the Gnaala Karla Booja claimants; the Tanami agreement with the Warlpiri people; and the RPA at Wiluna with the Martu people.

The RPAs commit industry, the Australian federal government, state governments and traditional owners to promote economic development opportunities for Aboriginal communities. Under these agreements, Newmont commits to cultural heritage management, employment, education, training, business development and capacity building.

In Suriname, where Surgold (which is managed by Newmont) is developing the Merian project, we engage extensively with the Pamaka Maroon Tribe of the Marowijne River.

2013 Performance

In addition to formalizing the memorandum of understanding with the Martu people, workshops related to Indigenous employment and education were held in 2013 in Perth and Kwinana. The workshops were focused on the Gnaala Karla Booja Employment and Economic Agreement at Boddington. We plan to hold two more workshops in Bunbury and Narrogin in 2014.

In August 2013, Surgold and the Pamaka people entered into a memorandum of understanding that states the two parties will work together to create and manage a community development fund, define terms for employment and local procurement, and partner on other commitments related to development of the Merian project.

Summary of Relationships with Indigenous Communities

7

Number of Newmont operations situated in or adjacent to any land over which an Indigenous group claims use rights or ownership

5

Number of sites that have formal agreements with Indigenous communities

9

Number of operations that have conducted a sacred site and/or heritage site survey to identify sites significant to the Indigenous claimants

Future Focus

As a member of the International Council on Mining and Metals (ICMM), Newmont is working to align its policy frameworks with the ICMM's *Indigenous Peoples and Mining* position statement by 2015. These commitments require us to:

- Respect the rights, interests, special connections to lands and waters, and perspectives of Indigenous Peoples, where mining projects are to be located on lands traditionally owned by or under customary use of Indigenous Peoples; and
- Adopt and apply engagement and consultation processes that ensure the meaningful participation of Indigenous communities in decision making, through a process that is consistent with their traditional decision-making approach and is based on good faith negotiation.

During the year, we worked with RESOLVE, an independent public policy organization, to improve our understanding of free, prior and informed consent (FPIC) and how best to engage stakeholders to identify opportunities that improve FPIC implementation.

Newmont commits to work to obtain the consent of Indigenous Peoples for new projects (and changes to existing projects) that are on lands traditionally owned, or customarily used, by Indigenous Peoples. Through FPIC, Indigenous Peoples are able to freely make decisions without coercion, intimidation or manipulation; they are given sufficient time to be involved in project decision making before key decisions are made and impacts occur; and they are informed about a project and its potential impacts and benefits.



Case Study – Surgold and Pamaka Sign Agreement

Suriname is one of the most sparsely populated countries in the world. While no people live directly within Surgold's operating footprint, the Merian project is located on the traditional lands of the Pamaka tribal group (subset of the Maroon ethnicity), which is recognized as an Indigenous/tribal people by Surgold and the international community. Because of this, special attention is required to protect their individual and collective rights. As a member of the International Council on Mining and Metals (ICMM), Newmont strives to obtain the free, prior and informed consent of the Pamaka people prior to beginning construction and before any significant change or subsequent phase of the project lifecycle.

The Surgold Project Team has made community engagement a priority since 2004 through regular engagement allowing community members to voice views, interests and concerns and provide feedback on community relations and investment programs. Community engagement takes the form of regular public meetings, more frequent "office hours" in each village, and task-oriented trips with development partners related to health, education, cultural heritage and capacity building.

In August 2013, Surgold and the Pamaka community signed a memorandum of understanding that describes all of the work to be accomplished over the next few years. Together, Surgold and the Pamaka community will create and manage a community development fund; define terms of local employment and local procurement; develop a system to collect and resolve grievances; create a participatory monitoring committee; and promote safety and environmental stewardship.

This memorandum will be the first of many agreements should the project advance through the construction, operations and closure stages of the mine lifecycle.

Human Rights

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Approach

Newmont's approach to respecting human rights includes working with communities, governments, NGOs and other businesses to develop and implement best practices and frameworks that provide for accountability and transparency in respecting the fundamental rights of those affected by our business activities.

Voluntary Commitments Related to Human Rights



United Nations Universal Declaration of Human Rights

We uphold this fundamental constitutive document of the United Nations, which was the first global expression of rights to which all human beings are inherently entitled.

United Nations Guiding Principles on Business and Human Rights

We commit to respect the dignity, wellbeing and human rights of employees, and the communities in which we live, as well as others affected by our operations reflecting the United Nations (UN) Guiding Principles on Business and Human Rights due diligence processes.



ICMM's Principles for Sustainable Development Principle 3

We commit to uphold fundamental human rights and respect for cultures, customs and values in dealings with employees and others who are affected by our activities.



United Nations Global Compact

United Nations Global Compact

We are a participant in the UN Global Compact's Human Rights Working Group Task Force on Business Engagement with Indigenous Peoples.



Voluntary Principles on Security and Human Rights (VPSHR)

For Newmont personnel and contractors who perform security services for us, we provide tools and conduct training based on the VPSHR. As a formal participant in the VPSHR, we provide an annual report of our efforts to implement and promote the Voluntary Principles (VPs), which require:

- Comprehensive assessment of human rights risks associated with security;
- Appropriate engagement with public and private security in conflict prone areas;
- Training for public and private security forces working on company property;
- Proportionate and lawful use of force only if absolutely necessary; and
- Accountable processes for reporting and investigating allegations of human rights abuses.

Newmont recognizes that all communities have a fundamental right to preserve their culture and heritage. We aim to engage early and often with communities to identify, protect and manage sites with cultural or heritage significance to local stakeholders. Our approach also includes **standards and processes** to avoid infringement of human rights related to water use, Indigenous Peoples and resettlement and land use. At the site level, our operations offer a range of human rights training programs tailored to local needs. These programs may include cross-cultural awareness; bullying, security and human rights risks; and general information on human rights.

Ensuring the safety and security of our employees, contractors, visitors, facilities, equipment and materials is the aim of our security program, which is governed by our obligations under the VPSHR and the United Nations Global Compact. We have entered into memoranda of understanding (MOUs) with public security agencies at some of our facilities in an attempt to provide additional assurance that human rights are respected by everyone involved in an operation. Upholding human rights and detailing strict rules governing the use of force are specifically delineated in these MOUs. These arrangements are sanctioned under prevailing laws and are governed by the appropriate regulatory authority.

All security personnel – in-house, private or contracted by Newmont – who work at or near our facilities must undergo human rights training to ensure that if the use of force is absolutely necessary, the response is appropriate and lawful based on the threats confronting them. Newmont has identified Peru, Indonesia and Ghana as the primary focus areas for Newmont's VPSHR efforts.

2013 Performance

In 2013, we conducted training based on the VPSHR at our sites that employ public and private security personnel, and recorded and addressed all complaints and grievances related to human rights.

Region	Site	Total Number of Participants in Security Training	Cumulative Hours of Training
Africa	Ahafo	519	1,954
	Akyem	964	3,211
Indonesia	Batu Hijau	1,987	2,953
South America	Yanacocha	2,458	76,601
	Conga Project	5,035	41,829

Complaints or Grievances Related to Human Rights in 2013	Number	Actions Taken
Australia/New Zealand	34	Investigations occurred and penalty applied dependent upon severity. In one instance, a contractor was removed from site.
Ghana	0	

	Number	Actions Taken
Indonesia	1	<p>In response to PTNNT being accused of violating the rights of the indigenous Cek Bocek people in the Elang Exploration Area, PTNNT invited KOMNAS HAM, the Indonesian commission on human rights, to conduct an investigation and meet with PTNNT representatives in Jakarta and Batu Hijau. The commission's recommendations included:</p> <ol style="list-style-type: none"> 1. Publish findings on the history of the Elang/Dodo communities, initiated by local university. 2. Conduct archeological assessment at Elang Blok by PSPK UGM (the Center for Rural and Regional Development Studies).
Nevada	7	Investigations by Human Resources department occurred and penalty applied dependent upon severity.
Peru	0	

Newmont entered into one significant investment agreement in 2013 with the Government of Suriname that included human rights clauses specifically referencing the Voluntary Principles on Security and Human Rights. We define “significant investment agreements” as those with governments that enable the development of a mine or advance exploration activities within their country.

Future Focus

Newmont will continue to integrate and embed respect for fundamental human rights into its business activities and practices in a more holistic manner through the development of policy and capacity building across the organization. Our areas of focus going forward include:

- Developing a holistic human rights standard;
- Refreshing our human rights framework to further align with the United Nations Guiding Principles on Business and Human Rights and other internationally recognized guidelines such as those from the Organization for Economic Co-operation and Development (OECD);
- Integrating human rights into site performance assessment processes; and
- Broadly using the VPSHR's Voluntary Principles within business units.

The overall goal of our human rights approach is to build stronger relationships with communities, better respond to concerns, optimize benefits and reduce negative impacts. In 2014, we plan to implement an updated cultural resources standard that requires every site to develop a cultural resources management plan. Each plan must include a study of not just sites and physical locations, but also intangible cultural heritage elements such as arts and entertainment, livelihoods and traditions.



Case Study – Security Team Continues Focus on Human Rights

Newmont's approach to protecting and promoting human rights includes working with communities, governments, non-governmental organizations (NGOs) and other businesses to develop and implement best practices and frameworks that provide for accountability and transparency in protecting human rights.

In addition to being a participant in the UN Global Compact – an initiative for businesses committed to 10 universally accepted principles in the areas of human rights, labor, environment and anti-corruption – Newmont also actively participates in and supports the Voluntary Principles on Security and Human Rights (VPSHR). As a formal participant, Newmont provides an annual report on our efforts to implement and promote the Voluntary Principles (VPs), which help companies:

- Conduct a comprehensive assessment of human rights risks associated with security;
- Engage appropriately with public and private security in conflict prone areas;
- Require training for public and private security forces working on company property;
- Ensure that when the use of force is absolutely necessary, it is proportionate and lawful; and
- Develop accountable processes for reporting and investigating allegations of human rights abuses.

Other participants in the VPSHR include the governments of the United States, the United Kingdom, Norway, the Netherlands, Canada, Colombia and Switzerland, along with companies operating in the resource industry and NGOs such as Amnesty International and Human Rights Watch.

Along with ongoing training of private and public security personnel, Newmont's Yanacocha operation in Peru created the Security/Community Integration Program (SCIP) as part of its VPSHR action plan. SCIP aims to build trust between the community and the company's security personnel through interpersonal engagement and dialogue. In 2013, Yanacocha held eight SCIP events that were attended by around 3,000 community members. In addition to games, meals and events for children, the activities also provide an effective forum for community members to learn about the mechanisms available to them to express their concerns.

Resettlement and Land Use

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Approach

The nature of ore bodies often results in unavoidable disturbances of land used for livelihoods, households and communities. Protecting human rights and cultural heritage is just as important when we address land use and resettlement with communities in areas where we wish to mine. We explore many alternatives to minimize disturbance to land and the people who make their homes and livelihoods on it. However, if these alternatives are not feasible, we work extensively with affected households and communities to ensure the discomfort of resettlement transitions is minimized and the outcome is an improved quality of life.

Our approach is guided by our land acquisition and involuntary resettlement standard, which requires all sites to assess and address the needs of local communities and develop resettlement action plans for projects that require relocation of communities or disruption of their livelihoods. The guiding principle for these plans is collaboration. We consult local community leaders and government authorities, as well as affected individuals, and follow international best practice to develop plans that address their needs and concerns.

Critical to the success of the resettlement plan are programs aimed at supporting affected communities. These programs include livelihood re-establishment in resettled areas, skills development and assistance, and access to health insurance, food, financial support, counseling and scholarships.

2013 Performance

In 2013, we resettled a total of 15 households, all near our Ahafo and Akyem operations in Ghana. At Ahafo, we resettled three households in 2013. Three agreements – Resettlement Eligibility and Entitlement, Resettlement Site Location, and Housing Design – were approved and signed by the Resettlement Negotiation Committee. At Akyem, we resettled 12 households, nine of which were Asuofoso residents who were impacted after an extension of the mine's boundary and three were from the Old Yayaaso community. In addition, we began construction of a new cemetery and completed road paving in the resettlement area.

Artisanal and small-scale mining (ASM) is estimated to provide income to more than 100 million people around the world. In some circumstances, legal frameworks allow for the registration and licensing of responsible ASM operations. However, many ASM activities are illegal and use mining methods that pose significant health, safety and environmental risks, both for the miners themselves, and for the surrounding communities. Historically, the relationship between large-scale miners, such as Newmont, and the ASM operators has been characterized by conflict. We seek to engage more effectively with ASM operators, recognizing that both groups have a role to play in the social and economic development of many countries.

To advance these efforts, we often collaborate with international experts and organizations, as well as national and local governments to help legitimize ASM and improve safety and environmental protections. We also work with governments to identify land in our licenses to set aside for responsible, legal ASM. Currently, ASM activities take place on or near three (representing 21 percent) of our operations – Batu Hijau in Indonesia and Ahafo and Akyem in Ghana – and our Merian project in Suriname.

In Indonesia, small-scale mining activities have been identified near our Elang exploration property. No formal engagements have occurred at this time.

At Ahafo, we relinquished two square kilometers for legal small-scale mining in 2009. We also are active with the International Council on Mining and Metals (ICMM) and its efforts, particularly in Ghana, to bring stakeholders together on the issue of small-scale mining and its impacts. At Akyem, we engaged with both miners and the government to ensure that any illegal miners were removed peacefully and safely. In May 2008, we also surrendered nine square kilometers to the Ghana Minerals Commission, which later allocated this land to legal small-scale miners.

Within our Right of Exploration in Suriname, we relinquished approximately 6,000 hectares to set aside as a dedicated mining reserve for the local Pamaka communities. Programs designed to improve livelihood alternatives for ASM miners are planned for the construction phase of the project. Surgold also has planned programs to improve the safety, environmental impact, health, working conditions and gold recovery of ASM practices.

Future Focus

We plan to implement an updated resettlement standard in 2014 that addresses economic displacement during resettlement and increases our focus on livelihood restoration.



Case Study – Partnering with Community Leaders on Akyem Resettlement

In 2010, while the Akyem mine was in the exploration stage, Newmont released its **Public Consultation and Disclosure Plan (PCDP)**, which outlined the Company's commitments for engaging and informing the public on activities related to the project.

Because the proposed mine directly impacted around 1,700 households in one settlement (Yayaaso) and eight hamlets (Nyamebekyere, Kerenkeren, Kwasi Kporfor, Badu, Kofi Aklo, Ayesu Zigah, Yaw Tano and Metemano), an extensive resettlement plan was developed in accordance with International Finance Corporation (IFC) standards. Among these standards is the objective to improve the living conditions and improve, or at least restore, the livelihoods of those resettled.

A Compensation Negotiation Committee (CNC) was established in 2008 to serve as the central forum for discussion on all matters related to compensation, land access and resettlement at Akyem. To assure stakeholders of a consultative and collaborative approach to conflict resolution and based on informed consent, stakeholder groups and community members elected their representatives on the CNC. Along with representatives from Newmont, relevant government agencies and independent observers, approximately 50 community members served as representatives on the CNC.

Throughout the resettlement process, the CNC was the primary conduit and representative body for the communities to negotiate land access, compensation and resettlement matters. The CNC established guiding principles, rules and procedures to ensure communities were informed, the process was fair and open, people were treated with respect, and laws and standards were followed.

Environmental Stewardship

Home / Environmental Stewardship

Newmont's operations span five continents, in ecosystems ranging from the Andes in Peru, to the forests in Indonesia and Ghana and the deserts of North America and Australia. While the territories are diverse, each site is expected to adhere to our environmental policy, deliver strong environmental performance based on our standards and set targets for continuous improvement.

Our global water strategy recognizes water as a precious resource that we must use efficiently and preserve in collaboration with our host countries and communities.

Read more in

Water

We have set a goal to maintain biodiversity levels at our new Akyem operation in Ghana.

Read more in

Biodiversity

Approach

Water access, availability and quality have moved beyond being an environmental or technical matter to being a policy issue with cultural, political and social ramifications. We aim to address the growing challenge of physical and economic water stress in key locations through sustainable water management practices.

Along with our commitment to comply with standards, we focus on further developing our technical expertise – in water treatment, water control, dewatering systems and water monitoring – and on increasing awareness of the value of water. We are committed to building on these strengths, and we recognize the need to establish more forward-looking and integrated water management programs.

In 2013, we developed a global water strategy to guide our regions and sites on managing water more strategically and engaging others to help mitigate water risk, and to clearly link the technical and operational aspects of water management with long-term strategic and social responsibility objectives. The strategy was approved by our executive leadership team and Board of Directors.

Each of our operating sites – and each community in which we operate – has different water needs and challenges, so our site-specific water management planning begins with understanding the area's climate, hydrogeology, surface water, groundwater and geology. From this information we develop water balances and management programs to help us determine how much water is available to run our operations; how much must be treated and discharged; the amount that can be diverted around our operations; and what community and ecosystem needs must be protected or supplemented during and after our operations.

2013 Performance

As our mines mature, the amount of water collected and discharged from our operations has increased. We have made notable progress in improving the overall quality of the water discharged, largely as a result of managing contact and non-contact water and, where necessary, expanding the water treatment capacity at our operations. We continue to address the challenges of managing mine dewatering quantities and qualities at some mine sites:

- In 2013, only one water source was significantly affected (defined as five percent or more of the annual average volume) by our operations' withdrawal of water. As a result, the Boddington operation engaged a river ecologist to calculate an appropriate abstraction rate from the Hotham River, taking into account dry and wet season flow cycles. Based on this study, a maximum abstraction limit was proposed by the operation and approved by regulators. Water conservation and availability is a critical issue at Boddington. Alternatives are under consideration.
- At our Ahafo operation, we improved our mine water management systems to isolate and recycle waters impacted by blasting. Water treatment feasibility studies are underway to identify further improvements.
- At our Batu Hijau mine, three water quality measurement samples from deep sea tailings discharge were slightly above compliance levels in 2012 due to an increase in processing of stockpiled and oxidized ore. As a result, we made immediate changes in ore processing to improve discharge water quality. In 2013, we conducted extensive studies to evaluate ways to process the stockpiled materials while ensuring water quality remained at or below compliance levels.
- Due to higher precipitation and increased mine dewatering rates at Yanacocha, we focused on improving our water capture and conveyance systems to continue to meet discharge water quality requirements from water treatment facilities.
- We worked with the communities of Wendover and West Wendover, which are located near our Long Canyon project in Nevada, to reach an agreement on a water framework. The agreement between Newmont and the two municipalities outlines the Company's commitments related to water rights, new water infrastructure projects, community contributions and other terms.

Water Consumption (in thousands kiloliters (kL))	2009	2010	2011	2012	2013
Total water withdrawn	553,518	505,707	481,348	534,446	575,965
Surface water	54,614	57,085	46,444	60,678	55,571
Groundwater	137,132	130,548	156,710	167,752	163,612
Precipitation	127,979	97,901	85,017	104,799	105,240
Municipal water	1,679	1,639	1,874	1,791	1,845
Ocean water used for processing	68,104	59,166	47,925	32,213	32,699
Ocean water used for cooling	164,011	159,368	143,378	167,213	216,997
Total water consumed (withdrawn minus direct and total discharges)	509,342	462,617	436,367	449,250	491,433
Total water recycled	258,050	277,736	272,713	246,435	209,361
Total water used (consumed + recycled)	767,391	739,266	709,079	695,685	700,794

Note: The volume of total water consumed was corrected for 2010.

Water Discharges (in thousands KL)	2009	2010	2011	2012	2013
Total water discharge (direct)	44,176	43,089	44,982	85,196	84,532
Direct discharge – reused by external organization	291	282	635	835	923
Direct discharge – surface water	38,781	37,966	40,255	44,243	61,670
Direct discharge – groundwater	5,105	4,834	4,091	5,486	21,939
Direct discharge – ocean	0	0	0	0	0
Direct discharge – external treatment facility	0	0	0	0	0
Direct discharge – sewers	0	7	0	0	0
Total discharge of used water	416,827	306,058	273,700	298,937	347,651
Discharge of used water – reused by external organization	4,600	3,629	5,045	5,064	6,002
Discharge of used water – surface water	31,334	35,193	43,945	46,155	48,461
Discharge of used water – groundwater	4,547	4	4	5	4
Discharge of used water – ocean	376,309	267,196	224,668	247,672	293,149

Water Discharges (in thousands KL)	2009	2010	2011	2012	2013
Discharge of used water – external treatment facility	1.5	0.0	0.0	0.0	0.0
Discharge of used water – sewers	35	37	38	40	36
Total discharges	461,003	349,147	318,682	384,132	432,184
Total treated water	92,013	89,137	89,109	115,443	112,227
Water treated by acid water treatment plant	20,257	21,808	29,829	32,395	38,018
Water treated by reverse osmosis plant	11,538	9,993	12,979	13,044	11,966
Water treated by sewage treatment plant	513	440	284	440	440
Water treated by process water treatment plant	7,965	5,114	10,337	8,378	6,825
Water treated by other process	51,741	51,782	35,680	61,186	54,979
Planned and Unplanned Discharge that Exceeded Metals and/or Other Parameters (in thousands kL)					
	2009	2010	2011	2012	2013
	39,988	660	4,216	192	1,114

Future Focus

In 2014, we will develop plans to implement our global water strategy, regional water strategies and site water management charters, as well as develop the targets and performance indicators we will report against. Implementation of the global water strategy is expected to be a long-term process, but regional water strategies and site water management charters are expected to be in place and underway in all regions by 2015.

Because each mining company has different water accounting systems in place to measure, monitor and report water use, the Minerals Council of Australia developed a Water Accounting Framework for the minerals industry to better compare water use by company or region. As part of our water strategy, we commit to create a water accounting system that is consistent with this framework.



Case Study – El Agua Primero, La Mina Después (Water First, Then Mine)

The Conga project is a copper-gold porphyry deposit located 75 kilometers northeast of the city of Cajamarca, Peru and 24 kilometers northeast of Newmont's Yanacocha gold mine. Conga is a mining project with environmental and social impact analyses spanning 13 years. Following a three-year, public process on the project's environmental impact assessment (EIA) and extensive reviews by 12 government agencies in Peru, Conga's EIA was approved by the Ministry of Energy and Mines in October 2010.

However, due to anti-mining protests, project development was suspended in November 2011. In response, the Peruvian government initiated an independent expert review of Conga's EIA. In April 2012, the results of the review confirmed that Conga's EIA was technically sound and conformed to both Peruvian and international standards. These experts recommended increasing the storage capacity of the proposed water reservoirs contemplated by the project's EIA, which was accepted by Newmont.

Newmont is taking a "water first" approach to developing Conga by constructing reservoirs to replace lakes, and improve local water quality and supply reliability. Lakes are a very limited source of water during the dry season and only provide a source of water for downstream users when water overflows into the receiving streams during the rainy season. Construction of the Chailhuagón reservoir was completed in May 2013. With a water storage capacity of 2.6 million cubic meters – twice the capacity of Chailhuagón lake – the Chailhuagón reservoir now provides a year-round source of water to downstream users.

Biodiversity

Approach

Newmont’s operations span ecosystems ranging from high-altitude wetlands in Peru to deserts in Australia. In addition to their mineral resources, these areas can be rich in other natural resources and plant and animal species, and we are committed to conserving and protecting biological diversity and ecosystem services wherever we operate.

We do not operate any mine site within any geographically defined areas that are designated, regulated or managed as protected areas. As an ICMM member, Newmont has committed not to explore or mine in world heritage sites, which are considered to be of outstanding global value. Additionally, we do not have any operations where water discharge or run-off significantly affects water bodies and related habitats.

Partnerships with local and international conservation organizations, academic institutions and communities are an important aspect of our approach to protecting biodiversity. For example, we identify legally protected and high biodiversity value areas using the Integrated Biodiversity Assessment Tool (IBAT), which was developed by BirdLife International, Conservation International, the International Union for Conservation of Nature (IUCN) and the United Nations Environment Programme World Conservation Monitoring Centre.

We use the IBAT to screen prospective areas and identify potential biodiversity and conservation risks and concerns prior to exploration and mine development. Detailed independent baseline surveys are conducted to define and understand the ecosystems and habitats in and around the project area. These studies then inform the development of biodiversity management plans, which are required at all operating sites with significant biodiversity values.

We currently have mining operations in broad regions that have been identified by Conservation International as biodiversity hotspots – namely, the Tropical Andes (Peru), the Guinean Forests of West Africa (including Ghana), New Zealand, Southwest Australia, and Wallacea (Indonesia). Within these hotspots, limited portions of two mining operations are located in key biodiversity areas as defined by Alliance for Zero Extinction (AZE) and BirdLife International. These include the AZE site of El Chiche and the Important Bird Area (IBA) of Rio Cajamarca in Peru and the Tatar Sepang on the island of Sumbawa, Indonesia.

Location and Size of Newmont’s Operations in Relation to Areas of High Biodiversity Value

Operation	Location	Key Biodiversity Area (KBA)	Position Relative to Protected Area	Size of Operational Site (km ²)	Ecological Sensitivity
Yanacocha	Peru	Rio Cajamarca	Contains portions of	63	IBA and AZE site for grey-bellied comet
Batu Hijau	Sumbawa, Indonesia	Tatar Sepang IBA	Contains portions of	14	IBA for yellow-crested cockatoo and flores green-pigeon

Our Boddington operation is located within the BirdLife International “Endemic Bird Area of Southwest Australia” known for its Jarrah forests, which provide habitat for endangered black cockatoos. Endemic bird areas are not recognized as key biodiversity areas.

2013 Performance

Newmont currently has four biodiversity offset programs – one in Ghana, one in Australia and two in Nevada:

- Our Akyem operation in Ghana was one of five pilots for the Business Biodiversity Offsets Programme (BBOP), a collaborative initiative involving financial institutions, government agencies and NGOs working to develop and test methodologies for effective biodiversity offset programs. Currently, the offset pilot is moving into the planning phase and is expected to be finalized by the end of 2014 and implemented in early 2015.
- In Australia, we partner with Murdoch University on research into biodiversity and conservation near our Boddington mine. This research supports efforts to restore black cockatoo feeding habitats at mine sites within the Jarrah Forest and, more generally, in landscapes throughout southwestern Australia. In 2013, Murdoch researchers found that the black cockatoos were feeding at Boddington's rehabilitated sites only seven years after the sites had been revegetated with native trees and shrubs.
- We have been collaborating with the Nevada Division of Wildlife and the U.S. Bureau of Land Management since 1993 to restore thousands of acres of critical mule deer habitat in northern Nevada after the winter range was destroyed by a wildfire in 1985.
- In 2013, The Nature Conservancy and Newmont entered into an **agreement** to improve the habitat for the greater sage-grouse, mule deer and pygmy rabbit on 1.2 million acres of Newmont's ranchland.

Biodiversity Impacts

Biodiversity	Units	2009	2010	2011	2012	2013
Sites in which biodiversity is covered in EIA or similar document	Number	9 of 14	9 of 13	9 of 13	9 of 13	11 of 14
Mine lease area	Thousand hectares	467.5	484.2	495.7	504.9	469.2
Potential area of impact	Thousand hectares	241.0	185.9	185.9	185.9	187.4
IUCN management areas within area of potential impact	Thousand hectares	0.0	0.0	0.0	0.0	0.0
UNESCO world heritage sites within area of potential impact	Thousand hectares	0.0	0.0	0.0	0.0	0.0
UNESCO man and biosphere reserves within area of potential impact	Thousand hectares	0.0	0.0	0.0	0.0	0.0
RAMSAR wetlands within area of potential impact	Thousand hectares	0.0	0.0	0.0	0.0	0.0
Alliance for Zero Extinction area within area of potential impact	Thousand hectares	0.0	0.0	0.0	0.0	0.0
Key biodiversity areas within area of potential impact	Thousand hectares	0.0	0.0	0.0	0.0	0.0
Important bird areas within area of potential impact	Thousand hectares	3.7	0.0	0.0	0.0	0.0
Total IUCN listed wildlife mortalities	Number	297	170	175	176	238
Vulnerable	Number	0	0	9	0	0

Biodiversity	Units	2009	2010	2011	2012	2013
Endangered	Number	0	0	0	1	3
Critically endangered	Number	0	0	0	1	0
Near threatened	Number	–	–	–	3	6
Least concern	Number	–	–	–	171	229
Not specified	Number	297	170	166	0	0

Note: Data summary of wildlife mortalities was adjusted in 2012 to include specific data on "Least Concern" and "Near Threatened" mortalities where before they were reported together as not specified. Going forward, data from each of the six categories will be reported individually.

Future Focus

We developed a Biodiversity Management Standard in 2013 to improve and better measure our performance. We expect to finalize and implement the standard in the first half of 2014. Our standard establishes required practices that will drive a consistent approach to biodiversity conservation and resource stewardship throughout the organization.

We also work to improve our biodiversity performance through ongoing participation in industry initiatives and partnerships with conservation organizations. Newmont plays a leading role on the ICMM Biodiversity Steering Committee. Through our involvement, we continue to develop biodiversity conservation guidance, engage with global organizations to assess our collective performance, and identify leading practices we can integrate into our management systems. We are also founding members of ICMM's Cross-Sector Biodiversity Initiative (CSBI), which was established in 2013 to address biodiversity loss and ecosystem degradation related to mining operations. The initiative encourages the development of scientifically valid and practical applications of the mitigation hierarchy – a tool designed to limit the impacts on biodiversity. CSBI also provides a forum for members to share tools and best practices for applying the mitigation hierarchy in order to minimize potential impacts on biodiversity and ecosystems.

Mitigation Hierarchy

We are working in partnership with conservation organizations to develop a sound set of tools and metrics that will improve our ability to assure that our biodiversity management plans satisfy the Mitigation Hierarchy.

Avoid

We avoid impacts by locating facilities and accesses away from natural and critical habitats.

Minimize

Mine plans are designed to limit land disturbance throughout the mine life; we reduce and minimize impacts through the use of appropriate management systems.

Restore/Rehabilitate

We progressively rehabilitate affected areas during operations and at closure with a goal of eliminating the impact over time through preservation or maintenance.

Offset Residual Impacts

Biodiversity offset programs to compensate for biodiversity losses can be implemented as a last resort when long-term residual impacts cannot be avoided.



Case Study – Partnering with The Nature Conservancy to Protect the Greater Sage-Grouse

We are helping conserve and restore thousands of acres of sagebrush habitat in Nevada to protect the greater sage-grouse. The western United States was once densely covered with sagebrush that provided food for the birds and concealed them from predators. Today, some areas are now sparsely vegetated due to the introduction of invasive non-native plant species and wildfires. As a result, the greater sage-grouse population is in decline and is being considered as a candidate for listing under the U.S. Endangered Species Act.

Newmont's goal is to be part of the solution to this problem. In addition to its mining properties, Newmont has four major ranches – the TS, Horseshoe, Big Springs and IL Ranches – that are managed for traditional uses such as agriculture and livestock as well as for renewable resource development. Combined, the ranches include 750,000 acres of private land and 1.5 million acres of grazing allotments on public lands. Much of this ranchland is in the heart of the sagebrush ecosystem.

Newmont entered into an agreement with The Nature Conservancy to develop a conservation plan for 1.2 million acres of the Company's private lands and associated federal grazing allotments. The plan will be used to develop and guide habitat management actions for greater sage-grouse, mule deer, and other sagebrush wildlife in concert with managing livestock grazing.

Restoring the health of the sagebrush ecosystem will help restore populations of the greater sage-grouse and other species and mitigate a potentially significant risk to our business. We also hope the plan will serve as a blueprint for how additional lands in Nevada, the U.S. and other parts of the world can be restored and managed in the future.

Energy and Climate Change

Home / Environmental Stewardship / Energy and Climate Change

Approach

Climate change and energy scarcity are among the world's biggest challenges. Our operations run on coal, oil, diesel and gas, which emit greenhouse gases (GHGs). Continually improving the energy efficiency of our operations and reducing GHGs is critical to maintaining our competitiveness. We also seek to increase our reliance on renewable or low-carbon energy sources such as hydroelectricity and solar power.

Our **carbon management policy** guides our approach to managing risk and capturing opportunities related to reducing energy consumption and GHG emissions:

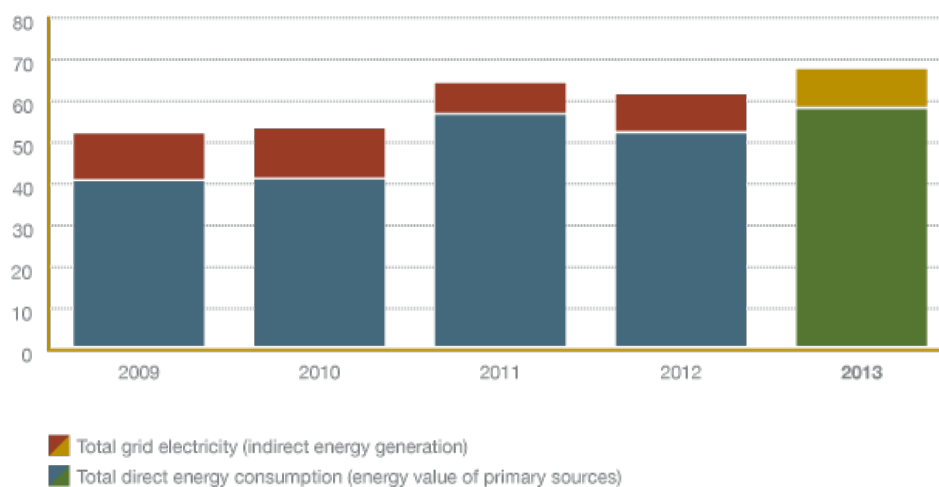
- We measure and annually report our global GHG emissions to the Carbon Disclosure Project (CDP) and are compliant with all related verification requirements.
- Our reduction plan, which is developed in collaboration with public and private leaders in energy conservation, includes energy use reduction targets, energy efficiency best practices, and energy conservation projects that reduce operating costs and GHG emissions.
- We invest in projects that directly reduce our energy consumption and GHG emissions, generate renewable energy credits, enhance sustainable development and help reduce our anticipated future carbon costs.
- We pursue opportunities and partnerships with select businesses to reduce our GHG emissions while ensuring our business is sustainable, profitable and responsible.
- We implement sequestration (carbon offset) projects, such as forestry programs, that remove carbon dioxide from the atmosphere in locations near our operations.
- We engage with stakeholders to assess future impacts to our business and host communities, and develop plans to mitigate climate change risks, with an emphasis on water security.

2013 Performance

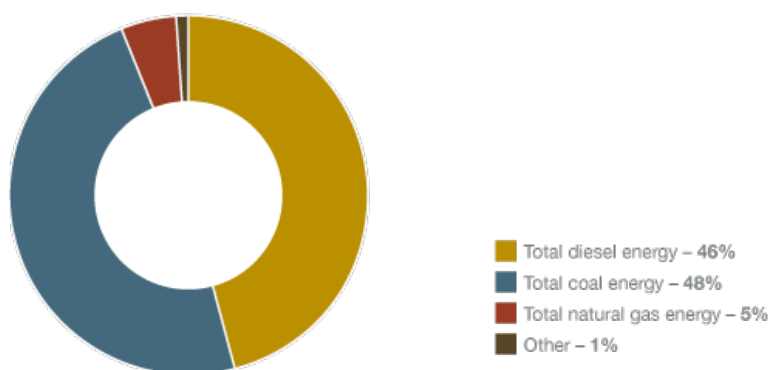
Total energy consumption increased 10.2 percent in 2013, influenced by several factors. Akyem in Ghana began production in the last quarter of 2013 and reported energy consumption for the first time. In addition, the consumption of coal and diesel increased 9 percent and 3 percent, respectively.

Total Electricity Consumption (Direct + Indirect)

(million gigajoules (GJ))



Direct Non-Renewable Energy Consumption by Source Type



Diesel fuel is used primarily in mobile equipment, small vehicles, and in electricity generators while coal energy is used exclusively to produce electric power.

Note: Propane/LPG, waste oil, gasoline and aviation fuel have been combined in the chart because they each contribute less than 0.5 percent of our total direct energy consumption from non-renewable sources.

In 2013, we made progress toward achieving our global energy efficiency objectives at our different sites:

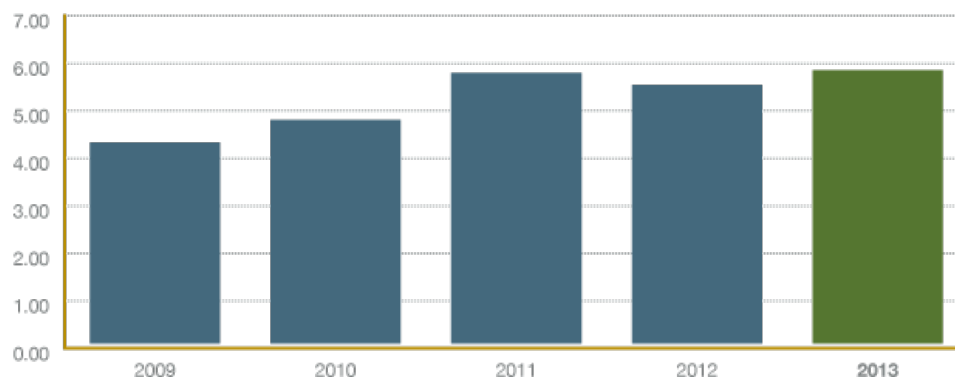
- We completed energy efficiency assessments at our Australia, New Zealand and Indonesia operations, identifying more than 80 opportunities to improve energy efficiency. To date, almost half have been implemented.
- We performed a cost-effective upgrade of the local power network that met the needs of both the power company and our Waihi operation. The upgrades were completed in 2013, allowing us to eliminate four diesel generators.
- Energy conservation initiatives in Ghana have resulted in a four percent per year reduction in diesel fuel consumption compared to a 2011 baseline.

Total emissions increased since 2012, however, due to increased consumption of coal and diesel electricity. In 2013, projects designed to reduce or offset GHG emissions included:

- Investing in carbon-offset forestation projects in Australia and Peru;
- Using biodiesel fuel blends at our Nevada and Peru operations;
- Implementing a new diesel fuel product that reduces fuel consumption at our Ahafo mine in Africa; and
- Producing biodiesel from waste oil at our Jundee mine in Australia.

Total GHG Emissions (Scope 1 + Scope 2)

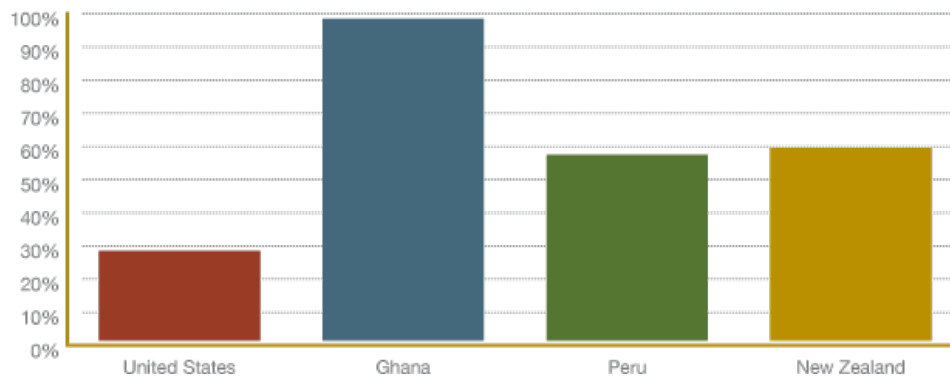
(million tonnes CO₂)



Several of our operations are powered by modern hydroelectric plants and other renewable sources that help reduce our carbon footprint:

- In Ghana, hydropower supplied by the Volta River Authority supplies almost all of our power at our Ahafo and Akyem operations.
- Wells Rural Electric supplies electric power that is 87 percent derived from renewable sources to our Carlin operation; 27 percent of our overall power consumption in Nevada is from renewable sources.
- In Peru, we source our power from hydroelectric first, then from combustible sources such as natural gas.
- In New Zealand, more than half of our electricity comes from hydro and geothermal power.
- We also produce our own hydropower. Although our Bridal Veil hydropower generator in Telluride, Colorado, was down for much of the year for maintenance and rehabilitation, in 2013 it produced 201,600 kilowatt hours of electricity that was sold to the local power company.

2013 Electric Power Sourced from Hydroelectric and Other Renewables



Note: Power utilized by mining operations only.

Total Electricity Consumption – Energy Value (in million gigajoules (GJ))

	2009	2010	2011	2012	2013
Direct Energy Consumption					
Total site-generated electricity (direct energy generation)	5.95	4.25	9.36	8.76	8.44
Diesel power	0.00	0.60	0.83	0.68	0.72
Waste oil	0.00	0.06	0.00	0.00	0.00
Coal-fired power	5.95	3.25	8.20	7.71	8.49
Natural gas-fired power	0.00	0.35	0.33	0.37	0.37
LPG/propane power	0.00	0.00	0.00	0.00	0.00
Total site-generated electricity sold	0.00	0.00	0.00	0.00	1.15
Total site-generated electricity consumed	5.95	4.78	9.36	8.76	8.44
Indirect energy consumption					
Total grid electricity (indirect energy generation)	10.83	11.70	6.93	8.68	8.91
Grid electricity from renewable sources	0.70	3.26	4.35	3.99	3.89
Grid electricity from non-renewable sources	10.13	8.43	2.58	4.69	5.02
Total electricity consumption (direct + indirect)	16.78	16.48	16.29	17.44	17.35

Direct Energy Consumption – Energy Value (in million GJ)

	2009	2010	2011	2012	2013
Direct non-renewable energy consumption	39.96	40.31	55.58	51.18	57.14
Coal	10.12	10.41	23.34	22.14	27.40
Diesel	26.08	22.77	24.76	25.36	26.25

	2009	2010	2011	2012	2013
Waste oil	0.18	0.14	0.06	0.02	0.00
Gasoline	0.16	0.17	0.17	0.18	0.19
Natural gas	2.90	3.04	2.96	2.99	2.86
Propane	0.31	0.23	0.27	0.20	0.15
Heavy fuel oil	0.00	3.53	3.99	0.27	0.28
Aviation fuel	0.00	0.00	0.03	0.02	0.01
Total direct renewable energy consumption	0.09	0.21	0.43	0.41	0.36
Total direct energy consumption (energy value of primary sources)	40.05	40.39	56.02	51.59	57.50

Greenhouse Gas Emissions

CO ₂ -e (in millions of tonnes of CO ₂ -e)	2009	2010	2011	2012	2013
Total direct emissions	3.03	3.05	4.58	4.26	4.49
Emissions from coal	0.93	1.02	2.37	2.00	2.22
Emissions from diesel	1.81	1.58	1.74	1.78	1.81
Emissions from waste oil	0.01	0.005	0.003	0.0002	0.0003
Emissions from gasoline	0.00	0.01	0.01	0.01	0.01
Emissions from natural gas	0.06	0.15	0.15	0.15	0.15
Emissions from propane	0.00	0.01	0.02	0.01	0.01
Emissions from heavy fuel oil	0.01	0.02	0.02	0.02	0.02
Emissions from aviation fuel	0.0002	0.0002	0.002	0.002	0.0003
Emissions from ANFO	0.00	0.01	0.01	0.01	0.004
Emissions from heavy ANFO	0.003	0.00	0.00	0.00	0.002

CO ₂ -e (in millions of tonnes of CO ₂ -e)	2009	2010	2011	2012	2013
Emissions from emulsion	0.02	0.02	0.02	0.02	0.02
Emissions from autoclave	0.11	0.09	0.10	0.11	0.11
Emissions from roasters	0.08	0.09	0.10	0.09	0.08
Emissions from quick lime production	0.00	0.04	0.04	0.04	0.04
Emissions from ARD neutralization	0.00	0.003	0.003	0.01	0.003
Sulfur hexafluoride (SF ₆)	0.0000001	0.00005	0.00005	0.0001	0.0001
Hydrofluorocarbon (HFC)	0.00	0.003	0.003	0.008	0.01
Methane (CH ₄)	0.000000001	0.000000002	0.000000001	0.0005	0.00
Total indirect emissions	1.20	1.65	1.11	1.18	1.26
Total emissions	4.23	4.70	5.69	5.44	5.75

Note: Data for minor emission sources including waste oil, aviation fuel, heavy ANFO, ARD neutralization, sulfur hexafluoride, hydrofluorocarbon, and methane were reported this year to the first significant digit applicable. In previous years, these emissions may have been reported in this table as 0.0 million tonnes of CO₂-e.

Future Focus

Newmont will continue to invest in improving our energy efficiency, reducing GHG emissions, generating carbon offset credits, and generating renewable energy credits (RECs). In Australia, we are evaluating the construction of an 8.7 megawatt solar plant and cost-effective energy efficiency projects. In Nevada, we are working with potential partners to evaluate the construction of a plant that will convert natural gas to liquid natural gas for use in haul trucks. In Peru, we are assessing improvements in dewatering systems designed to reduce energy consumption by 15 percent.

In 2014, we will develop a formal global energy and climate change strategy to reduce our energy use and costs. This strategy will include goals and metrics to evaluate our progress.



Case Study – The Growing Impact of Newmont’s Australian Mallee Tree Projects

Newmont’s Australian Mallee tree projects – part of a partnership with CO2 Australia – are helping to remove carbon dioxide from the atmosphere. The Blue Mallee Eucalyptus tree is native to Australia; drought tolerant, effective at preventing erosion and lowering soil salinity; and can store a large amount of carbon throughout the tree’s 120-year life span. The tree’s extensive root system also provides protection against bush fires, which are common in many parts of Australia.

The Company’s first Carbon Farming Initiative (CFI) reforestation project in New South Wales will eventually sequester 119,000 tonnes of atmospheric carbon dioxide, while the second project in Western Australia has the potential to remove 192,000 tonnes of carbon dioxide over the first 50 years. This is equivalent to the annual greenhouse gas emissions of 40,000 passenger vehicles.

In 2013, CO2 Australia and Newmont created the first Australian Carbon Credit Units (ACCUs) in relation to carbon sequestration, a CFI-eligible activity that certifies each tonne of GHGs removed from the atmosphere. In Australia, the government set an initial price of carbon at \$23 per tonne for fiscal year 2012/2013.

The ACCUs were created using an Australian federal government–approved methodology developed in 2013 by CO2 Australia that allows carbon project proponents to account for carbon in reforestation and afforestation projects using field-based measurements. Newmont has used ACCUs to offset a portion of our Australian carbon tax liabilities over the past two years.

Air Quality

Home / Environmental Stewardship / Air Quality

Approach

Protecting air quality in and around our operations is critical to the health and safety of our employees, local communities and the environment. Newmont's air emissions are generated from point (a single, identifiable source), mobile (vehicles and other industrial equipment) and fugitive (unintended or irregular releases of gases or vapors) sources. We monitor and report air emissions to comply with air quality laws and regulations in the countries where we operate. We actively manage dust generation, reduce sulfur oxide and GHG emissions, and **minimize mercury emissions** using maximum achievable control technology (MACT).

2013 Performance

Our air emissions reflect the inherent variations in ore composition as we mine from one part of the ore body to another. Mercury emissions have decreased in each of the last four years as we work to control and manage point source air emissions of mercury through the application of **MACT** at our mines.

No Newmont operation received fines or sanctions for air quality exceedances in 2013.

Air Emissions

Air Emissions	Units	2009	2010	2011	2012	2013
SO _x (SO ₂)	Thousand tonnes	176.8	171.9	171.6	173.8	171.6
NO _x (NO ₂)	Thousand tonnes	6.5	6.0	6.5	6.0	6.9
PM ₁₀	Thousand tonnes	11.7	17.9	20.3	21.0	22.3
Carbon monoxide (CO)	Thousand tonnes	3.0	2.3	2.7	2.4	2.5
Mercury (Hg)	Tonnes	7.3	5.4	5.2	4.1	3.5
Arsenic (As)	Tonnes	4.7	4.4	4.1	4.7	6.0
Lead (Pb)	Tonnes	0.4	0.5	0.9	0.6	0.6
Selenium 3 (Se)	Tonnes	6.0	3.9	0.6	3.9	3.8

Note: Our Australia sites operated by Newmont report air emissions on a fiscal year basis (July 1 to June 30) while Kalgoorlie Consolidated Gold Mines (KCGM) reports its air emissions on a calendar year basis (January 1 to December 31).

Future Focus

One of Newmont's principal emissions is sulfur dioxide, 99 percent of which is generated by the KCGM gold operation in Western Australia. KCGM emits gaseous mercury and sulfur dioxide due to the ore type and processing methods used to recover the gold. These emissions currently do not have regulatory constraints or pose any health or safety issues at KCGM, but they do not align with our corporate value of environmental leadership.

As a result, the joint venture owners of KCGM – Newmont and Barrick – are implementing an emissions reduction project in 2014. The project involves installation of an ultra-fine grinding mill, closure of the Gidji roaster, and capture of mercury vapors emitted by the operation. The project's goal is to reduce KCGM's gaseous mercury emissions by at least 90 percent and sulfur dioxide emissions by at least 99 percent by the end of 2015. Newmont's investment in the project is expected to be around \$38 million.



Case Study – TS Power Plant Emission Controls among the Best

When we recognized that local power supplies were inadequate and too expensive to meet the long-term electricity needs of our gold and copper mining operations in northern Nevada, we built our own power plant, which began commercial operations in 2008. The 242-megawatt coal-fired TS Power Plant (TSPP) located on our TS Ranch in Eureka County, Nevada, is one of the cleanest coal-fired generation plants in the world.

The plant's emission controls are recognized by the United States Environmental Protection Agency (EPA) as representing best available control technology (BACT). In its annual performance rating of power plants, Electric Light & Power consistently ranks TSPP among the top 20 electrical generating facilities in the country for its low sulfur dioxide and nitrogen oxide emission rates. In its latest ranking in 2011, our plant ranked tenth in sulfur dioxide emission rates and fourth in nitrogen oxide emission rates among all U.S. coal plants.

In December 2011, the EPA issued a final rule mandating strict emission limits for a variety of hazardous air pollutants emitted by coal-fired power plants. The rule requires maximum achievable control technology (MACT) for mercury, toxic metals and acid gas emissions by 2015. As a result of the installed emission controls, our plant already meets MACT standards.

Cyanide Management

Home / Environmental Stewardship / Cyanide Management

Approach

Today's gold deposits tend to be "invisible," or in more technical terms, disseminated submicroscopic gold. At such low concentrations, chemical extraction is the only viable method of recovering the gold from the ore, with the most effective and economical chemical being sodium cyanide.

While safer than alternative chemical agents, cyanide can pose health risks to humans, animals and plant life. We carefully manage its use, transportation and storage to provide a safe work environment and protect the environment and communities near our operations.

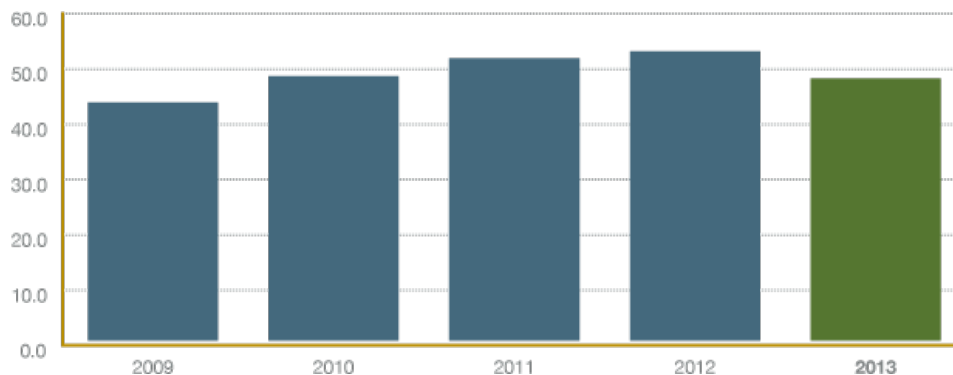
In 2005, Newmont became one of the 14 initial signatories to the International Cyanide Management Code, which provides the framework for managing cyanide at our operations. We require that our sites establish and maintain compliance with the Code's **nine Principles and 31 Standards of Practice** for gold mining operations.

Compliance with the Code requires independent third-party verification through an audit process and recertification every three years. Details of our compliance records and copies of the audit documents for each of our mines that use cyanide for processing can be found on the **Code website**.

2013 Performance

In 2013, Newmont operations used 47.4 thousand tonnes of sodium cyanide. Quantities vary each year due to mineral variations in our ore bodies as well as processing variables.

Global Quantity of Cyanide (CN) Consumed
(thousand tonnes)



We continued to establish regional teams in 2013 to share best practice. Our Cyanide Code Plus Working Group tracked and reported all lessons learned from incidents to help prevent recurrences. In addition, a cyanide management residual risk review program was developed and is being piloted in our Australia/New Zealand region. Our Yanacocha operation transitioned all transport of cyanide from one-metric-tonne containers to more secure, reusable ISO tanks.

In 2013, our Carlin and Lone Tree operations in Nevada achieved Code recertification and our Twin Creeks operation completed its audit in accordance with requirements; however, the International Cyanide Management Institute (ICMI) was still reviewing the auditor's report at year end. In July 2013, a recertification audit found our Waihi operation to be in substantial compliance, but also found deficiencies related to wildlife protective measures. No significant risk to wildlife occurred and there were no off-site releases or human exposures. Waihi implemented a corrective action plan and achieved recertification in November 2013.

We rate environmental incidents on a severity scale of one to five, and consider incident levels one and two to be relatively minor and levels three to five to be more significant. In 2013, we recorded five Level 3 cyanide-related environmental incidents. There were no level four and five incidents reported. Two Level 3 incidents occurred at our Carlin operation in Nevada; two Level 3 incidents occurred at our Twin Creeks operation in Nevada; and one Level 3 incident occurred at our Boddington operation in Australia. All incidents were related to spills of process water containing cyanide which were contained on-site and did not affect water bodies, wildlife or human health. All five Level 3 incidents were reported to the appropriate regulatory authorities, as required, and all releases were cleaned up and remediated.

2013 Cyanide Code Reporting

Site	Incidents of Cyanide Exposure Resulting in Hospitalization	Incidents Where Release Off the Mine Site Required Response or Remediation	Incidents Where Release On or Off the Mine Site Resulted in Significant Adverse Effects to Health
Ahafo	0	0	0
Akyem	0	0	0
Boddington	0	0	0
Carlin	0	0	0
Tanami	0	0	0
Jundee	0	0	0
KCGM	0	0	0
Lone Tree	0	0	0
Midas	0	0	0
Phoenix	0	0	0
Twin Creeks	0	0	0
Waihi	0	0	0
Yanacocha	0	0	0
Total	0	0	0

Site	Incidents Where Release On or Off the Mine Site Resulted in Significant Adverse Effects to the Environment	Incidents Where Release On or Off the Mine Site Required Reporting Under Applicable Regulations	Incidents Where Release Caused Exceedances of Applicable Limits for Cyanide
Ahafo	0	0	0
Akyem	0	0	0
Boddington	0	5	0

Site	Incidents Where Release On or Off the Mine Site Resulted in Significant Adverse Effects to the Environment	Incidents Where Release On or Off the Mine Site Required Reporting Under Applicable Regulations	Incidents Where Release Caused Exceedances of Applicable Limits for Cyanide
Carlin	0	2	0
Tanami	0	1	0
Jundee	0	1	0
KCGM	0	0	0
Lone Tree	0	0	0
Midas	0	1	1
Phoenix	0	0	0
Twin Creeks	0	2	0
Waihi	0	0	0
Yanacocha	0	0	0
Total	0	12	1

*Note: Different regulatory regimes have different reporting requirements for cyanide incidents, which are not necessarily reflected by the severity scale of environmental incidents discussed in the paragraph above. The number of incidents reported in this table refers to significant releases as defined by the Cyanide Code. The total number of cyanide releases is reported in the **Compliance discussion**.*

Cyanide Code Summary Data	Total
Incidents of cyanide exposure resulting in hospitalization	0
Incidents where release off the mine site required response or remediation	0
Incidents where release on or off the mine site resulted in significant adverse effects to health	0
Incidents where release on or off the mine site resulted in significant adverse effects to the environment	0
Incidents where release on or off the mine site required reporting under applicable regulations	12
Incidents where release caused exceedances of applicable limits for cyanide	1

For Cyanide Code reporting for previous years please **[click here](#)**.

Future Focus

In 2014, we will conduct recertification audits at our Yanacocha operation in Peru and our Ahafo operation in Ghana. While new sites and facilities have three years to achieve certification under the Cyanide Code requirements, our Akyem operation, which achieved commercial production in 2013, will seek Code certification during 2014. Our Emigrant facility in Nevada, which is part of the Carlin operation, is working toward Code certification in 2015 in order to align with the recertification process for Carlin's other facilities. All certified operations will map Cyanide Code requirements to ISO 14001 environmental management system requirements. Finally, we are developing internal and external auditing teams to review Code compliance in the years between formal audit cycles.



Case Study – Cyanide Management in Gold Mining

While gold processing only uses around six percent of the hydrogen cyanide produced annually, the industry is committed to continuous improvement of its cyanide management practices. In 2000, a joint United Nations Environment Programme (UNEP) and International Council on Metals and the Environment (ICME) workshop brought together cyanide producers, financial institutions, regulators, gold mining companies – including Newmont – and environmental advocacy groups to form a Steering Committee to improve the management of cyanide around the world. The result was the development of the International Cyanide Management Code, which was launched in 2005 with Newmont as one of the signatories.

The initial certification process involves independent auditors deemed competent by the International Cyanide Management Institute (ICMI). If any corrective actions are identified, those must be addressed before the report is submitted for certification to the ICMI. To maintain certification, sites must conduct a third-party audit every three years. While this program is voluntary and there are no fines or penalties for non-conformance, if sites do not recertify every three years, they are de-certified and the ICMI website is updated to reflect the de-certification. **Summary audit reports and auditor credential forms** are available to the public.

Mercury Management

Home / Environmental Stewardship / Mercury Management

Approach

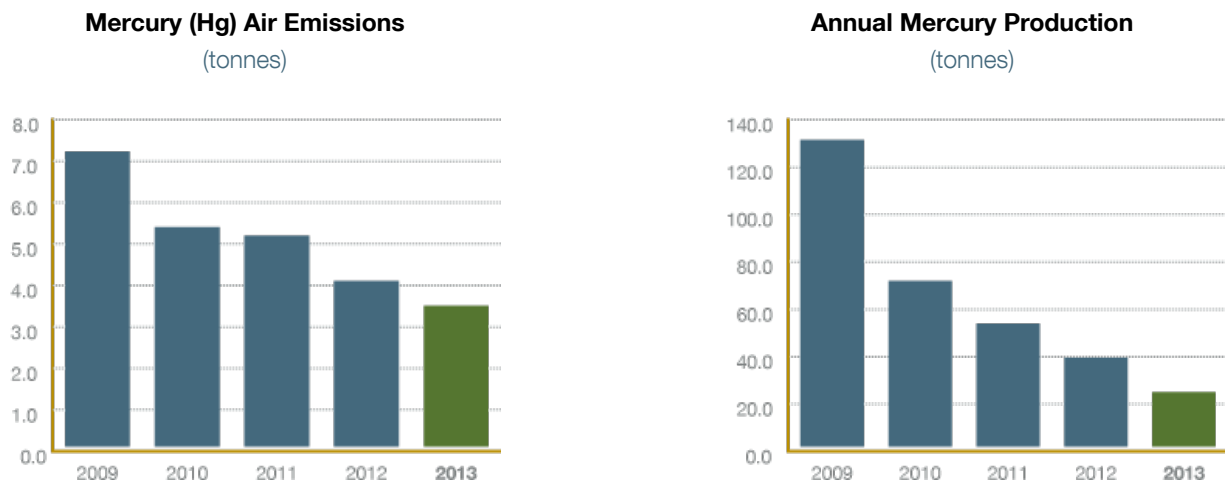
Newmont does not use mercury to mine or extract gold. However, mercury is present as naturally occurring compounds in ore at several of our operations and gold processing can generate mercury compounds.

In some of Newmont's gold-recovery processes, ore or ore concentrates are heated to temperatures that transform naturally occurring mercury mineral compounds into gaseous elemental mercury. To prevent gaseous mercury from entering the environment, Newmont captures it using maximum achievable control technology (MACT) and retires or stores the collected mercury, thereby removing it from circulation.

In an effort to protect people from the health effects of mercury exposure, our health and safety standards guide the precautions we take to prevent exposure and our approach to monitoring programs. Our **mercury management policy** sets targets to:

- Retire all byproduct mercury from circulation through an environmentally acceptable and appropriate technology;
- Control and manage point source air emissions of mercury through the application of MACT (as defined in the Nevada Mercury Control Program) at the mines we operate;
- Actively participate in the development of international and national policy that promotes awareness of mercury-related risks, enhances scientific understanding of mercury transport and fate, and advocates mercury reduction, recovery and eventual retirement; and
- Participate in international initiatives focused on capacity building and the transfer of mercury technology for artisanal and small-scale miners (ASM) to reduce their mercury usage, which has been identified as a potential source of significant releases of mercury into the environment and related serious health risks.

2013 Performance



In 2013, more than 90 countries and the European Union signed the Minamata Convention on Mercury, an international treaty designed to protect human health and the environment through controls and reductions on products, processes and industries where mercury is used, released or emitted. Newmont made significant technical contributions to the treaty and fully supports its implementation.

Our Nevada operations worked closely with the Nevada Division of Environmental Protection and the U.S. Environmental Protection Agency (EPA) to develop regulations that require mining companies to install and operate MACT to reduce atmospheric emissions of mercury.

Our Nevada facilities completed all MACT installations in 2013, including a new mercury abatement system at our Twin Creeks operation to significantly reduce emissions from autoclave stacks. The new system is designed to meet current federal, state and internal standards as well as the new emissions standards taking effect in early 2014. As a result, we surpassed our mercury emissions reduction target to reduce mercury emissions from our Nevada mines to 500 pounds or less in 2013. Actual emissions were 252 pounds – nearly half of our target reduction.

Finally, our TS Power Plant – a 242-megawatt coal-fired electricity generating plant – uses an activated carbon injection system and a continuous emissions monitoring system (CEMS), one of the first mercury-specific CEMS in the United States, to significantly reduce mercury stack emissions.

Elemental Mercury (Hg) Produced (tonnes)	2009	2010	2011	2012	2013
	131.3	71.8	53.8	39.3	24.8

Future Focus

In 2014, we will conduct source testing to confirm our point source emission levels, and install MACT at remaining operations to further reduce mercury air emissions. At KCGM in Australia, we are implementing a voluntary mercury emissions reduction program that aims to lower emissions by at least 90 percent at all point sources. Commissioning is planned for 2015.



Case Study – Retiring Elemental Mercury

Yanacocha has implemented an elemental mercury retirement plan. The operation ceased all sales to an international broker in early 2011 and contracted with DELA GmbH Recycling Solutions, based in Germany, to stabilize and retire its existing mercury. Elemental mercury that was formerly sold is now being processed into mercury sulfide – a naturally occurring form of mercury – and stored safely in a certified legacy salt mine in Germany. This strategy ensures that Yanacocha mercury does not end up in the hands of artisanal and small-scale gold miners, who may use the mercury in mining methods that pose significant health, safety and environmental risks.

The DELA stabilization process involves the reaction of elemental mercury and elemental sulfur in a vacuum mixer that produces a stable, red mercury-sulfide powder. The vacuum technology is a virtually emissions-free process with demonstrated high operational safety. The product of this process meets requirements for underground disposal in Germany. By year-end 2013, DELA processed eight tonnes of Yanacocha mercury. An additional 45.4 tonnes were transported from Yanacocha to a Peruvian port pending shipment to DELA for stabilization and retirement in 2014.

Newmont uses a different path to retire byproduct mercury in Nevada as the U.S. Mercury Export Ban Act precludes us from shipping U.S.-generated mercury to Germany. The ban, which commenced on January 1, 2013, establishes long-term storage of elemental mercury as the responsibility of the U.S. Department of Energy (DOE). However, DOE acceptance of mercury is still several years away. Until DOE begins accepting mercury, we – along with other mining companies – are storing our Nevada mercury in an off-site, U.S. Resource Conservation and Recovery Act (RCRA)-permitted facility.

Waste Management

Approach

Newmont’s operations generate both mineral and non-mineral waste through mining and processing activities. Our global environmental standards for waste rock and waste management set minimum requirements for managing these wastes and apply to all employees, contractors and business partners performing work at our operations.

The minerals we recover from ore bodies typically occur in very low concentrations, so mining them generates large volumes of waste. We may use these wastes as backfill or store them in engineered facilities or deep below the surface of the sea. Proper management of mineral waste reduces costs, improves efficiencies and minimizes the long-term risk of legacy issues related to improper waste management. Our primary mineral waste management methods are as follows:

Waste Management

Our primary mineral waste management methods are as follows:



Waste Rock Management

The rock we mine that does not have economic value may still contain trace amounts of other minerals. Our Waste Rock Management Standard requires our operations to sample and characterize waste rock material and build and close waste rock storage facilities in order to minimize long-term risk or so that we can collect, monitor and treat water, if necessary.



Heap Leach Management

Gold is extracted from ore placed on leach pads by dripping water containing low concentrations of cyanide onto the leach pad. The solution collected at the lined base of the facility flows to double- or triple-lined ponds for processing. Our leach pads are specially designed and constructed to ensure the solution is contained to prevent any leakage into groundwater and surface water.



Tailings Management

Crushed rock left after extracting gold from finely milled rock is called tailings. Tailings are stored in specially engineered tailings storage facilities (TSF) designed for safe, long-term storage and eventual closure with controls to manage wind-borne dust and any potential seepage.

Because our mine in Indonesia is located in an area of high seismic activity with heavy rainfall and rugged terrain, building a land-based tailings storage facility poses a risk to surrounding farmland and forests. Based on an independent environmental impact analysis, government regulators determined that deep-sea tailings placement – a method that transports tailings offshore and onto the seabed – presented a lower risk to the environment, people and their livelihoods. We conduct extensive environmental monitoring – including water quality, biota and sediment sampling – to verify that this system is functioning as designed, and invite government regulators and independent experts to participate in the monitoring process. These efforts are supported by the Indonesian Institute of Sciences, which has the expertise, specialized equipment and oceanographic research vessels to conduct the deep sea work.

Acid rock drainage (ARD) is generated when water comes into contact with certain minerals in the rock that are oxidized by exposure to air, precipitation and naturally occurring bacteria, causing a chemical reaction that creates acid. The release of these substances has the potential to adversely affect surface and groundwater quality. To limit potential environmental impacts from ARD, our operations implement site-specific management strategies so that the design and operation of mineral waste storage facilities minimize ARD risks. In those

instances where prevention is not possible, appropriate management measures, such as the collection and treatment of ARD, are used to protect human health and the environment.

We seek to minimize the quantity of hazardous and non-hazardous waste we generate by replacing hazardous chemicals with less hazardous products whenever possible. Every effort is made to recycle or reuse hazardous and non-hazardous wastes. All of our sites recycle scrap metals and waste oil. Our Batu Hijau operation in Indonesia has the capability to burn waste oil in the power plant to help generate electricity. And at our Jundee and Tanami operations in Australia, **small biodiesel factories turn waste cooking oil into biodiesel** to run vehicles and diesel generators. Plastic, glass and paper products are recycled as well where a viable market exists.

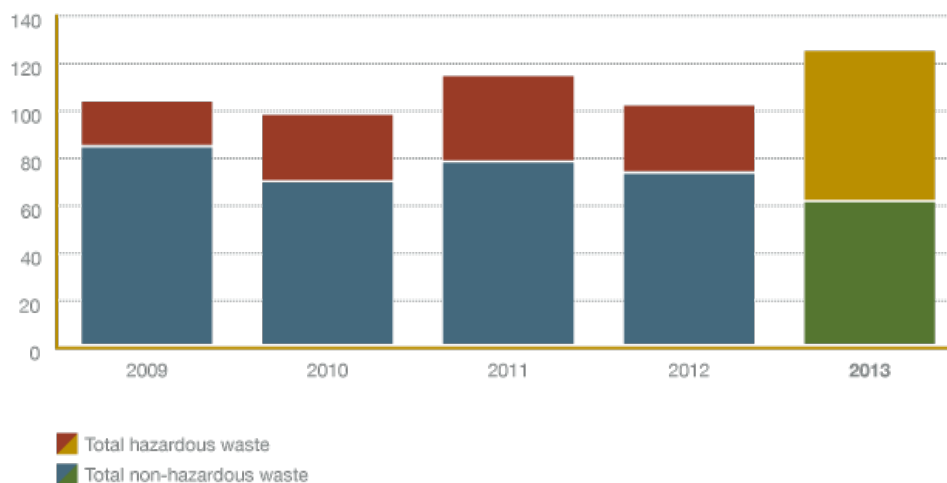
2013 Performance

Newmont generated approximately 60.4 thousand tonnes (66.6 thousand tons) of non-hazardous solid waste and 63.6 thousand tonnes (70.1 thousand tons) of hazardous solid waste at its operations in 2013.

Hazardous wastes from mining operations include used petroleum products, such as oil, and lesser amounts of laboratory wastes and chemicals. Most of our waste oil is recycled. Some is burned on-site, such as in the power plant at our Batu Hijau operation in Indonesia and in the lime processing kiln at our Yanacocha operation in Peru. The increase in hazardous waste reported in 2013 primarily was related to coal ash from electricity generation at our Batu Hijau operation. We manage this coal ash in a designated landfill and also send it off-site for recycling into other products. Other contributors to the increase include the addition of Akyem operations to the reported data set, and increased generation of waste oil from additional trucks in our fleet.

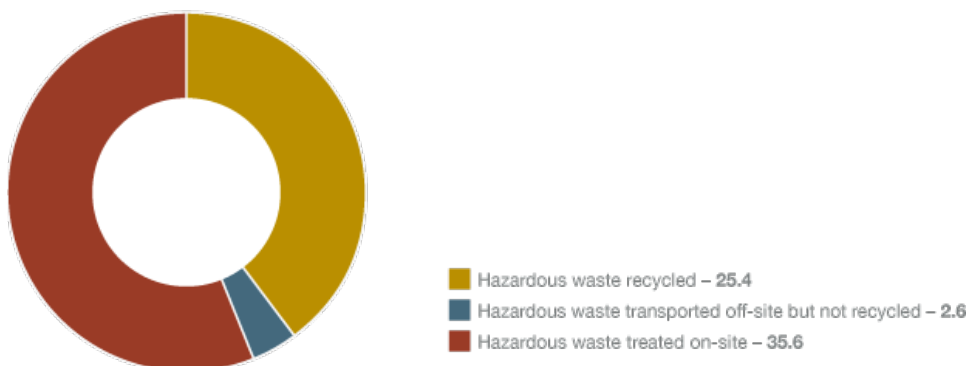
Hazardous and Non-Hazardous Solid Waste

(thousand tonnes)



2013 Hazardous Waste Management

(million tonnes)



Waste Rock/Ore Moved	Units	2009	2010	2011	2012	2013
Total waste rock generated	Million tonnes	377.4	419.2	483.6	559.6	568.7
Potentially acid-generating waste rock	Million tonnes	128.0	179.9	244.4	288.5	293.4
Non-potentially acid-generating waste rock	Million tonnes	249.4	239.4	239.2	271.1	275.3
Total tailings	Million tonnes	109.4	137.5	129.8	145.4	173.0
Tailings to surface	Million tonnes	68.5	93.2	96.7	112.3	139.8
In-pit tailings	Million tonnes	1.1	1.8	1.3	1.3	1.3
Sub-surface tailings	Million tonnes	0.0	0.0	0.0	0.0	0.0
Sub-sea tailings	Million tonnes	39.7	42.5	31.7	31.8	31.9
Total hazardous waste	Thousand tonnes	19.3	28.3	36.2	28.5	63.6
Total hazardous waste sent off-site but not recycled	Thousand tonnes	1.8	3.7	3.6	4.0	2.6
Total hazardous waste treated/disposed of on-site	Thousand tonnes	2.5	11.4	12.3	15.1	35.6
Total hazardous waste recycled	Thousand tonnes	14.9	13.2	20.3	9.4	25.4
Total non-hazardous waste	Thousand tonnes	83.2	68.7	77.1	72.4	60.4
Total non-hazardous waste to landfill (household and industrial waste)	Thousand tonnes	38.2	31.9	29.2	24.2	14.6
Total non-hazardous waste sent to other locations	Thousand tonnes	22.1	16.9	22.3	20.3	20.1
Total non-hazardous recycled waste removed from site	Thousand tonnes	22.7	19.2	25.0	27.7	25.7
Total non-hazardous waste incinerated	Thousand tonnes	0.2	0.6	0.6	0.1	0.1
Production Data	Units	2009	2010	2011	2012	2013
Gold sales	Million ounces	6.24	6.45	5.90	5.58	5.46
Copper sales	Million pounds	284.47	600.44	351.7	224.23	227.44
Ore mined	Million tonnes	259.96	205.18	188.02	153.91	206.87
Ore to leach pad	Million tonnes	134.12	68.88	61.12	62.87	73.38

Production Data	Units	2009	2010	2011	2012	2013
Ore milled	Million tonnes	87.29	116.11	109.77	111.54	115.02
Waste rock	Million tonnes	330.38	455.81	506.92	480.87	620.37
Total rock removed (ore mined + waste rock)	Million tonnes	590.34	660.99	694.94	634.78	827.24

Note: Reported volumes of Waste Rock were corrected dating back to 2009. This correction also resulted in a correction to the calculation of Total Rock Moved.

Materials Usage	Units	2009	2010	2011	2012	2013
Cement	Thousand tonnes	107.7	63.0	48.0	79.3	93.6
Cyanide (CN)	Thousand tonnes	43.0	47.8	51.0	52.3	47.4
Grinding media	Thousand tonnes	95.5	106.7	106.6	98.4	104.1
Lime	Thousand tonnes	538.2	522.5	470.1	503.1	472.7
Tires (by weight)	Thousand tonnes	15.4	14.2	13.8	14.0	15.0
Lubes	Thousand kL	12.9	12.3	14.3	13.1	13.8
HCL	Thousand kL	8.5	6.8	7.2	5.9	6.7
H ₂ SO ₄	Thousand kL	33.6	17.9	56.3	58.6	58.9
Coal	Thousand tonnes	513.8	528.5	1,141.2	1,106.0	1,201.3
Diesel	Thousand kL	674.9	589.4	640.9	657.9	679.4
Waste oil	Thousand kL	4.4	1.7	1.5	0.5	0.0
Gasoline	Thousand kL	4.7	4.9	5.0	5.3	5.4
Natural gas	Thousand gigajoules (GJ)	2,094.52	3,044.07	2,957.32	2,993.56	2,858.98
Propane	Thousand kL	12.3	9.1	10.4	7.6	6.1
Heavy fuel oil	Thousand kL	4.7	84.4	95.7	6.4	6.7
Aviation fuel	Thousand kL	0.1	0.1	0.1	0.6	0.4
ANFO	Thousand tonnes	1.4	62.6	48.2	36.5	21.9
Heavy ANFO	Thousand tonnes	17.3	0.0	0.0	0.8	9.0
Emulsion	Thousand tonnes	88.1	99.9	112.6	84.5	89.7

Note: The quantity of emulsion consumed was corrected for 2012.

The following table presents data regarding the percentage of a specific material we use in our mineral processing that is made up of recycled material. For instance, in 2013, 79 percent of the grinding media we used was made from recycled scrap metal.

Recycled Input Materials	2009	2010	2011	2012	2013
Recycled cement	0.00%	0.00%	0.00%	0.00%	0.00%
Recycled sodium cyanide	0.00%	0.00%	0.00%	0.00%	0.00%
Recycled grinding media	64.76%	55.96%	75.10%	78.05%	78.88%
Recycled lime	0.00%	0.00%	0.00%	0.00%	0.00%
Recycled tires	0.73%	0.17%	0.35%	0.17%	0.24%
Recycled lubes	0.00%	21.49%	18.15%	21.02%	18.65%
Recycled H ₂ SO ₄	0.00%	0.00%	0.00%	0.00%	0.00%
Recycled HCL	100.00%	17.73%	7.76%	12.47%	15.68%

Future Focus

We updated our Waste Management Standard in 2013 and expect to finalize and implement it in 2014. This standard clarifies requirements for managing hazardous and non-hazardous waste by combining multiple standards into one. We will also implement updated standards for Waste Rock and Ore Stockpile Management and Tailings & Heap Leach Facilities Management in 2014.



Case Study – Out of the Frying Pan and Into the Truck

Newmont's Jundee and Tanami operations in Western Australia are in remote locations that include on-site mining camps for the fly-in, fly-out workforce. At both operations, the cooking oil used by the camp's kitchen is being converted into biodiesel and used to run vehicles and diesel generators. The process relies on small, inexpensive biodiesel plants, and generated 1,000 liters of biodiesel in 2013, which was used to run some of the mine's light commercial trucks.

Biodiesel has a number of benefits over petroleum diesel: it is carbon-neutral, non-toxic, biodegradable, renewable and sulfur-free. It is also cheaper, produces less exhaust, and has a higher lubricity to help prolong engine life. Newmont saves money by converting cooking oil to biodiesel through lowering costs related to disposing the oil and shipping it to Perth.

Closure and Reclamation

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Approach

Closure and reclamation of a mining property can last from a few years to indefinitely, depending on the circumstances. We are committed to restoring the land disturbed by mining to provide long-term benefits for communities and to foster the return of native plant and animal species. In keeping with our Closure and Reclamation Standard, each Newmont operation must develop and implement a closure and reclamation plan that provides for long-term environmental stability and suitable beneficial land uses after mining ceases. These closure plans must be in place at the onset of construction and operation, reflecting mine design and planning. The standard also calls for early and ongoing planning and stakeholder engagement to:

- Ensure that the costs to close the mine are factored into the business decision to develop the mine in the first place;
- Increase the likelihood of gaining acceptance from key stakeholders and obtaining approvals;
- Minimize the impact to the environment and risk of ongoing liability;
- Reduce the overall cost of closure;
- Increase the likelihood of rehabilitation success; and
- Increase the likelihood of establishing sustainable benefits for the community beyond mine closure.

Cross-functional closure and reclamation technical teams (CRTTs) are formed to evaluate the effectiveness of closure and reclamation planning and activities. We encourage mine sites to review and update closure plans with external stakeholders over the life of the mine. Currently 13 of our 14 operations report that local stakeholders are included in the review process every time an event – such as a permit change, mine expansion or environmental impact assessment – warrants a review of the mine closure plan.

We believe that reclaiming land while we are still mining – or concurrent reclamation – is the best approach for a successful and sustainable post-closure outcome. Planning and budgeting for concurrent reclamation is conducted before operations begin. Concurrent reclamation helps minimize acid rock drainage, dust and sediment impacts to the local environment; allows time to test options; takes advantage of the equipment and personnel already on site; and reduces the time required post-closure to achieve a successful outcome.

2013 Performance

At the end of 2013, all of our sites had closure and reclamation plans in place. During the year, an additional 657 hectares were disturbed globally by our operations, bringing the total cumulative disturbed ground to 33,894 hectares. Concurrent reclamation is being carried out on 4,268 hectares across our operating sites.

Country	Reclamation Area (ha)
Ghana	38.3
Peru	502.5
Nevada	3,092
Australia/New Zealand	560.9
Indonesia (Batu Hijau)	74.59

To ensure we leave a positive legacy and meet all legal and regulatory requirements, the following funds were accrued at year end for reclamation costs relating to currently or recently producing mineral properties in accordance with Financial Accounting Standard (FAS) No. 143:

December 31, 2013: \$1,432 million

December 31, 2012: \$1,341 million

December 31, 2011: \$1,070 million

December 31, 2010: \$904 million

We also are involved in several matters concerning environmental obligations associated with former mining activities. Generally these matters call for developing and implementing remediation plans at the various sites involved. For more details of Newmont's closure and reclamation costs, please see the **2013 10-K report**, pages 86 and 119.

Amount of Land Disturbed or Rehabilitated

Land Disturbance (thousand hectares)	2009	2010	2011	2012	2013
New disturbance during reporting period	0.4	0.4	0.96	1.28	0.66
Total reclamation in progress	5.0	5.3	5.5	4.7	4.3
Achieved reclamation (to agreed upon end use) during reporting period	0.4	0.009	0.08	0.00	0.06
Total disturbance not yet reclaimed to agreed upon end use at end of reporting period	28.4	28.8	31.8	33.4	33.9

Future Focus

Our 2014 objective is to improve our closure and reclamation performance. To achieve this, we will:

- Update and implement our Closure and Reclamation Standard and expand our stakeholder engagement process;
- Further enhance cross-functional collaboration in planning and execution of closure and reclamation;
- Develop and report on reclamation metrics with the goal of expanding concurrent reclamation activities; and
- Reduce long-term post-operational activities.



Case Study – Concurrent Reclamation at Batu Hijau

At our Batu Hijau mine on the Indonesian island of Sumbawa, land reclamation and restoration activities began in 1997 – prior to first production – and continue today. These activities are called concurrent reclamation because they take place while mineral resources are still being developed in other parts of the mining area. Successful concurrent reclamation at Batu Hijau is measured by various criteria including: preventing soil erosion, protecting water quality, restoring vegetation and native plant species, and increasing fauna recolonization or usage.

Throughout the life of the mine, a revegetation monitoring program is carried out to ensure that reclamation efforts are effectively controlling erosion, and meeting community expectations and regulatory requirements for the proposed land use after the mine closes.

In Indonesia, the government requires Newmont to set aside funds through a reclamation bond to ensure that the Company implements environmental protection measures, and to provide funds for reclamation in the event the Company cannot meet its obligations. Regulatory agencies carry out reclamation monitoring on an annual basis and conduct a more in-depth evaluation of these activities every five years.

In 2013, Indonesian regulatory agencies conducted a detailed assessment – analyzing each plant – on more than 40 hectares of reclaimed land, and determined that the Company met the government's requirements. As a result, the 40 hectares were deducted from certain tax obligations and Batu Hijau was allowed to withdraw a significant amount of its reclamation bond.

Compliance

Home / Environmental Stewardship / Compliance

Approach

Newmont's goal is to prevent incidents that impact people, wildlife and the environment. When they do occur, we are committed to transparent reporting and full mitigation. Each Newmont-operated site must adhere to our overarching Environmental Mission Statement:

- Newmont will, at all times, operate its facilities in compliance with applicable laws and regulations;
- Newmont will adopt and adhere to standards that are protective of both human health and the environment at the facilities it builds and operates; and
- Each Newmont operation will develop during the design phase, and implement during operations and closure, a closure and reclamation plan that provides for long-term environmental stability and suitable post-mining beneficial land uses.

2013 Performance

At the end of 2013, 12 of our 13 active operating sites that use cyanide were certified or recertified as compliant with the **Cyanide Management Code**. Our Twin Creeks operation completed its audit in accordance with the requirements; however, the International Cyanide Management Institute (ICMI) was still reviewing the auditor's report at year end.

We require ISO 14001 certification of our environmental management systems at all of our operated sites. This requires annual third-party audits to ensure that we are working to minimize our environmental impacts, and setting and achieving environmental objectives. In 2013, all Newmont-operated sites maintained ISO 14001 certification of their environmental management systems with the exception of Akyem in Ghana. Akyem began operations in late 2013 and is currently working to achieve certification.

We conduct internal audits of all our operating sites on a rolling three-year timeframe to assess compliance with all applicable environmental regulatory laws and commitments. Our operations hosted 116 inspections by regulatory agencies in 2013 and received no sanctions. We did incur two fines totaling \$104,005 related to the following environmental matters:

- Yanacocha paid a \$93,611 fine for improper waste rock management impacting a stream and improper sediment management controls, both of which occurred in 2009.
- Our Carlin operation in Nevada paid a \$10,394 fine for improper storage and disposal of a hazardous waste.

Releases by Number of Incidents	2009	2010	2011	2012	2013
Total releases on-site	81	92	80	68	70
Total releases off-site	0	0	0	1	1
Total releases	81	92	80	69	71
Cyanide releases	76	88	80	60	69
Mercury releases	2	0	0	2	0
Hydrocarbon releases	1	2	0	3	1
Chemical releases	0	0	0	2	1

Releases by Number of Incidents	2009	2010	2011	2012	2013
Other releases	2	2	0	2	0
Total Level 3 releases	5	8	6	11	7
Total Level 4 releases	0	0	0	0	0
Total Level 5 releases	0	0	0	0	0

Releases by Volume (kL)	2009	2010	2011	2012	2013
Cyanide	1,154	255	834	90	3,373
Mercury release mass	0	0	0	0	0
Hydrocarbon	1	2	0	3	1
Chemical	0	0	0	44	723
Other	0	0	0	310	0

Note: All cyanide releases in 2013 were on-site and likely of low concentration cyanide content, contained within the site boundaries and remediated according to applicable regulations.

Fines and Sanctions	2009	2010	2011	2012	2013
Total number of fines	3	4	1	4	2
Monetary value of fines	\$4,969,546	\$100,584	\$8,000	\$161,339	\$104,005
Total number of sanctions	2	3	2	0	0

Future Focus

In 2014, Cyanide Code recertifications are due at our Yanacocha and Ahafo operations. By the end of 2014 we anticipate completing the initial Code certification for the Akyem operation that recently entered commercial production, and we will be working toward certifying our Emigrant facility, which is part of the Carlin operation. We will also focus on finalizing the ISO 14001 certification for Akyem while maintaining our ISO 14001 certifications at existing sites. Finally, we will refresh our internal audit program, which is necessary due to the implementation of the updated S&ER Standards in 2013.

Performance

[Home](#) / [Performance](#)

Our social, environmental and economic performance is reported in our **[Annual Report](#)** and our annual sustainability report. In the past year, we have reconfigured our Sustainability & External Relations organization, refreshed our social and environmental standards and conducted a materiality assessment to determine the sustainability issues that matter most to the business and its stakeholders. This work lays the groundwork for building a more consistent set of criteria to measure, improve and report our performance in the years ahead. We will also continue to work with industry groups and NGOs, along with host governments and communities, to improve our contribution to sustainable development.

GRI Index

Home / Performance / GRI Index

Our sustainability report is guided by the Global Reporting Initiative's (GRI) framework, which is recognized as the international standard for sustainability reporting and used by more than 1,100 companies worldwide. This report also reflects our reporting obligations as a founding member of the International Council on Mining and Metals (ICMM) and in accordance with its commitments under the Voluntary Principles on Security and Human Rights (VPSHR), the United Nations Global Compact and the Global Sullivan Principles.

This report is developed in accordance with the GRI G3 Guidelines and Mining & Metals Sector Supplement at an A+ level. We plan to align with the G4 Guidelines in our 2014 sustainability report. We have engaged Bureau Veritas North America Inc. to independently assure our report for inclusivity, completeness, responsiveness and accuracy on material and significant sustainability matters.

Vision and Strategy




Vision and Strategy

GRI Indicator	Description	<div> ▲ Included ▲ Partially ▲ Not Included⁽¹⁾ </div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
1.1	Statement from the most senior decision maker of the organization.	▲	Overview – Chief Executive's Message	8	1	
1.2	Description of key impacts, risks and opportunities.	▲	Overview – Our Sustainability Strategy and Our Priorities, Governance – Risk Management, 10K Report		4	

[Notes & Abbreviations](#)










Newmont Profile











GRI Indicator	Description	<div> ▲ Included ▲ Partially ▲ Not Included⁽¹⁾ </div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
2.1	Name of the organization.	▲	Cover page, Overview – Our Business			
2.2	Primary brands, products and/or services.	▲	Overview – Our Business			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	▲	Overview – Our Business and About This Report			
2.4	Location of organization's headquarters.	▲	Overview – Our Business			

GRI Indicator	Description	 Included  Partially  Not Included ⁽¹⁾	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		Overview – Our Business			
2.6	Nature of ownership and legal form.		Overview – Our Business			
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).		Overview – Our Business, 10K Report			
2.8	Scale of the reporting organization.		Overview – Our Business			
2.9	Significant changes during the reporting period regarding size, structure or ownership.		Overview – Our Business			
2.10	Awards received in the reporting period.		Performance – Indices and Awards			

[Notes & Abbreviations](#)

Report Parameters

GRI Indicator	Description	 Included  Partially  Not Included ⁽¹⁾	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		Overview – About This Report			
3.2	Date of most recent previous report (if any).		Overview – About This Report			
3.3	Reporting cycle (annual, biennial, etc.)		Overview – About This Report			
3.4	Contact point for questions regarding the report or its contents.		Overview – About This Report			
3.5	Process for defining report content.		Overview – Our Business, Materiality			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.		Overview – About This Report			

GRI Indicator	Description	<div>  Included  Partially  Not Included⁽¹⁾ </div>			Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
				Location			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).			Overview – About This Report			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.			Overview – About This Report			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.			Overview – About This Report			
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatements (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).			Overview – About This Report			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.			Overview – Our Business and About This Report			
3.12	Table identifying the location of the Standard Disclosures in the report.			Performance – GRI Index			
3.13	Policy and current practice with regard to seeking external assurance for the report.			Overview – About This Report, Performance – GRI Index, Performance – Report Assurance		10	

Engagement and Management










Governance, Commitments and Engagement

GRI Indicator	Description	<div> ▲ Included ▲ Partially ▲ Not Included⁽¹⁾ </div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	▲	<u>Governance – Leadership</u>		1,2	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	▲	<u>Governance – Leadership</u>		1	
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	▲	<u>Governance – Leadership</u>		1,2	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	▲	<u>Governance – Landing Page</u> and <u>Leadership</u>		2,3	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	▲	<u>Governance – Landing Page</u> and <u>Leadership</u>		2	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	▲	<u>Governance – Risk Management</u> and <u>Code of Conduct</u>		1	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.	▲	<u>Governance – Leadership</u>		1	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	▲	<u>Governance – Code of Conduct</u>		2,10	

GRI Indicator	Description	<div>▲ Included</div> <div>▲ Partially</div> <div>▲ Not Included⁽¹⁾</div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence to or compliance with internationally agreed upon standards, codes of conduct, and principles.	▲	<u>Governance – Code of Conduct</u> and <u>Leadership</u>		1,2,4,9	7
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	▲	<u>Governance – Leadership</u>		2,10	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	▲	<u>Governance – Risk Management</u>		4,10	
4.12	Externally developed economic, environmental and social charters, principles, or other initiatives which the organization subscribes to or endorses.	▲	<u>Governance – Voluntary Commitments, Community Relationships – Human Rights</u>		10	
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies; participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic.	▲	<u>Overview – Our Sustainability Strategy, Governance – Voluntary Commitments</u>		8,10	
4.14	List of stakeholder groups engaged by the organization.	▲	<u>Overview – Our Sustainability Strategy</u>		9,10	
4.15	Basis for identification and selection of stakeholders with whom to engage.	▲	<u>Overview – Our Sustainability Strategy</u>		9,10	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	▲	<u>Overview – Our Sustainability Strategy and Our Priorities, Community Relationships – Community Engagement and Indigenous and Tribal Communities</u>		9,10	
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	▲	<u>Overview – Our Priorities, Community Relationships – Community Engagement and Indigenous and Tribal Communities</u>		9,10	

Economic Performance

Economic Performance

GRI Indicator	Description	<div>  Included  Partially  Not Included⁽¹⁾ </div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
DMA EC	Disclosure on management approach EC i) Goals and performance ii) Policy iii) Additional contextual information	<div>  </div>	Economic Development – Landing Page , Economic Contributions , Local Hiring and Skills Development , Local Purchasing , Community Infrastructure and Capacity Building , People – Recruitment and Retention and Global Inclusion and Diversity , Carbon Management Policy , Code of Ethics for Senior Financial Officers , Code of Business Ethics and Conduct – Our Commitment to the Company , Our Relationships , and Our Commitment to Our Communities , Social Responsibility Policy , Waste Management			
Economic Performance						
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	<div>  </div>	Economic Development – Landing Page , Economic Contributions , Local Hiring and Skills Development , Local Purchasing , Community Infrastructure , Capacity Building		9	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	<div>  </div>	Environmental Stewardship – Energy and Climate Change	7	9	
EC3	Coverage of the organization's defined benefit plan obligations.	<div>  </div>	People – Recruitment and Retention , 10K Report		9	
EC4	Significant financial assistance received from government.	<div>  </div>	Economic Development – Economic Contributions		9	
Market Presence						
EC5	Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation.	<div>  </div>	People – Global Inclusion and Diversity	6	9	

GRI Indicator	Description	<div> <div>▲ Included</div> <div>▲ Partially</div> <div>▲ Not Included⁽¹⁾</div> </div>			Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
EC6	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.	▲			<u>Economic Development – Local Purchasing</u>		9	
EC7	Procedures for local hiring and proportion of senior management and workforce hired from the local community at significant locations of operation.	▲			<u>People – Recruitment and Retention, Economic Development – Local Hiring and Skills Development.</u> We will evaluate our capacity to fully capture this information in future reports.	6	9	
Indirect Economic Impacts								
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	▲			<u>Economic Development – Economic Contributions, Community Infrastructure</u>		9,10	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	▲			<u>Economic Development – Local Hiring and Skills Development</u>		9	

Notes & Abbreviations

Environmental Performance

Environmental Performance

GRI Indicator	Description	<div> <div>▲ Included</div> <div>▲ Partially</div> <div>▲ Not Included⁽¹⁾</div> </div>			Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
DMA EN	Disclosure on management approach EN i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up	▲			<u>Environmental Stewardship – Water, Biodiversity, Energy and Climate Change, Air Quality, Cyanide Management, Mercury Management, Waste Management, Closure and Reclamation and Compliance, Carbon Management Policy, Code of Business Ethics and Conduct – Our Commitment to Our Communities, Cyanide Management (2011), Environmental Excellence Policy Statement, Mercury Management Policy, Social Responsibility Policy</u>	7,8,9	6	5

GRI Indicator	Description	<div>▲ Included ▲ Partially ▲ Not Included⁽¹⁾</div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
Materials						
EN1	Materials used, by weight or volume.	▲	Environmental Stewardship – Cyanide Management, Waste Management	7,8	6,8	5
EN2	Percentage of materials used that are recycled input materials.	▲	Environmental Stewardship – Waste Management	8	6,8	5
Energy						
EN3	Direct energy consumption, by primary energy source.	▲	Environmental Stewardship – Energy and Climate Change	7,8	6	5
EN4	Indirect energy consumption, by primary source.	▲	Environmental Stewardship – Energy and Climate Change	8	6	5
EN5	Energy saved due to conservation and efficiency improvements.	▲	Environmental Stewardship – Energy and Climate Change	8	6	5
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	▲	Environmental Stewardship – Energy and Climate Change	8,9	6	5
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	▲	Environmental Stewardship – Energy and Climate Change	8,9	6,7	
Water						
EN8	Total water withdrawal by source.	▲	Environmental Stewardship – Water	7,8	6	5
EN9	Water sources significantly affected by withdrawal of water.	▲	Environmental Stewardship – Water	8	6	5
EN10	Percentage and total volume of water recycled and reused.	▲	Environmental Stewardship – Water	8	6,8	5
Biodiversity						
EN11	Location and size of land owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas.	▲	Environmental Stewardship – Biodiversity	8	6,7	5










GRI Indicator	Description	<div>▲ Included ▲ Partially ▲ Not Included⁽¹⁾</div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	▲	<u>Environmental Stewardship – Biodiversity</u>	8	6,7	5
EN13	Habitats protected or restored.	▲	<u>Environmental Stewardship – Biodiversity</u>	8	6,7	5
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	▲	<u>Environmental Stewardship – Biodiversity</u>	8	6,7	5
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	▲	<u>Environmental Stewardship – Biodiversity</u>	8	7	5
Emissions, Effluents and Waste						
EN16	Total direct and indirect greenhouse gas emissions by weight.	▲	<u>Environmental Stewardship – Energy and Climate Change</u>	7,8	6	
EN17	Other relevant indirect greenhouse gas emissions by weight.	▲	<u>Environmental Stewardship – Energy and Climate Change</u>	8	6	5
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	▲	<u>Environmental Stewardship – Energy and Climate Change</u>	8,9	6,8	5
EN19	Emissions of ozone-depleting substances by weight.	▲		7,8	6	5
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	▲	<u>Environmental Stewardship – Air Quality and Mercury Management</u>	7,8	6	5
EN21	Total water discharge by quality and destination.	▲	<u>Environmental Stewardship – Water</u>	8	6	
EN22	Total weight of waste by type and disposal method.	▲	<u>Environmental Stewardship – Waste Management</u>	8	6	
EN23	Total number and volume of significant spills.	▲	<u>Environmental Stewardship – Water, Cyanide Management and Compliance</u>	8	6,7	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally.	▲	<u>Environmental Stewardship – Waste Management</u>	8	6,7	

GRI Indicator	Description	<div>▲ Included ▲ Partially ▲ Not Included⁽¹⁾</div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	▲	<u>Environmental Stewardship – Water</u>	8	6,7	
Products and Services						
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	▲	<u>Environmental Stewardship – Waste Management</u> . Newmont does not have customers in the traditional sense. All metals are sold on the spot market. The spot market or cash market is a commodities or securities market in which goods are sold for cash and delivered immediately. Contracts bought and sold on these markets are immediately effective.	7,8,9	6,7,8	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	▲	<u>Performance – GRI Index</u> . This indicator does not apply as Newmont's products do not require packaging.	8	6,8	
Compliance						
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	▲	<u>Environmental Stewardship – Compliance</u>	8	6	
Transport						
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	▲		8	6	
Overall						
EN30	Total environmental protection expenditures and investments, by type.	▲	<u>Environmental Stewardship – Closure and Reclamation</u>	7,8,9	6	

Notes & Abbreviations

Human Rights

Human Rights

GRI Indicator	Description	<div>  Included  Partially  Not Included⁽¹⁾ </div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
DMA HR	Disclosure on management approach HR i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up		<u>Community Relationships – Indigenous and Tribal Communities and Human Rights, People – Workplace Rights, Governance – Community Relationships, Code of Business Ethics & Conduct 2013 – Our Commitment to the Company, Our Relationships, Our Commitment to Our Communities, Our Commitment to Each Other, Social Responsibility Policy</u>	1,2,3,4,5,6	1,2,3	1,2,3
Investment and Procurement Practices						
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		<u>Community Relationships – Human Rights</u>	2	3,9	1
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.			2	3,9	1
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.		<u>Community Relationships – Human Rights</u>	1	3,9	1
Non-discrimination						
HR4	Total number of incidents of discrimination and actions taken.		<u>People – Workplace Rights</u>	6	3,9	1,2
Freedom of Association and Collective Bargaining						
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		<u>People – Workplace Rights</u>	3	3,9	3

GRI Indicator	Description	<div>▲ Included ▲ Partially ▲ Not Included⁽¹⁾</div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
Child Labor						
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	▲	People – Workplace Rights	5	3,9	
Forced and Compulsory Labor						
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.	▲	People – Workplace Rights	4	3,9	
Security Practices						
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	▲	Community Relationships – Human Rights	1	3,9	
Indigenous Rights						
HR9	Total number of incidents of violations involving rights of Indigenous Peoples and actions taken.	▲	Community Relationships – Indigenous and Tribal Communities. There was one incident related to Indigenous Peoples.	1	3	

[*Notes & Abbreviations*](#)

Labor Performance

Labor Practices and Decent Work

GRI Indicator	Description	<div> ▲ Included ▲ Partially ▲ Not Included⁽¹⁾ </div>			Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
DMA LA	Disclosure on management approach LA i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up	▲			Health and Safety – Landing Page , Employee Safety and Occupational Health , Economic Development – Local Hiring and Skills Development , People – Recruitment and Retention , Workplace Rights , Development and Talent Management and Global Inclusion and Diversity , Code of Business Ethics and Conduct – Our Commitment to Each Other , Environmental Excellence Policy Statement , Health and Safety Policy , Mercury Management Policy , Social Responsibility Policy	3,6	5,9	2,3,4,5
Employment								
LA1	Total workforce by employment type, employment contract and region.	▲			Economic Development – Local Hiring and Skills Development , People – Recruitment and Retention	6		
LA2	Total number and rate of employee turnover by age group, gender and region.	▲			People – Recruitment and Retention	6		
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	▲			People – Recruitment and Retention		3	3
Labor/Management Relations								
LA4	Percentage of employees covered by collective bargaining agreements.	▲			People – Workplace Rights	3	3	3
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	▲			People – Workplace Rights	3	3	5

GRI Indicator	Description	<div>▲ Included ▲ Partially ▲ Not Included⁽¹⁾</div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
Occupational Health and Safety						
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	▲	Health and Safety – Employee Safety. Currently we do not collect this information. We will evaluate our capacity to capture this information in future reports.		5	5
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	▲	Health and Safety – Employee Safety, Occupational Health		5	5
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	▲	Health and Safety – Occupational Health, Community Health		5	5
LA9	Health and safety topics covered in formal agreements with trade unions.	▲	Performance – GRI Index. Currently we do not collect this information. We will evaluate our capacity to capture this information in future reports.		5	4,5
Training and Education						
LA10	Average hours of training per year per employee, by employee category.	▲	People – Development and Talent Management	6	9	2
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	▲	People – Development and Talent Management		9	2
LA12	Percentage of employees receiving regular performance and career development reviews.	▲	People – Development and Talent Management	6	9	
Diversity and Equal Opportunity						
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	▲	People – Global Inclusion and Diversity	6	3,9	
LA14	Ratio of basic salary of men to women by employee category.	▲	People – Global Inclusion and Diversity	6	3,9	

Society

GRI Indicator	Description	<div> ▲ Included ▲ Partially ▲ Not Included⁽¹⁾ </div>		Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
DMA SO	Disclosure on management approach SO i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up	▲		<u>Community Relationships – Community Assessments, Community Engagement, Indigenous and Tribal Communities, Human Rights and Resettlement and Land Use, Code of Business Ethics and Conduct – Our Commitment to Our Communities and Our Relationships, Environmental Excellence Policy Statement, Social Responsibility Policy</u>	10	1,3,4,9	6,7
Community							
SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	▲		<u>Community Relationships – Community Assessments</u>	1	2,3,4,9	1,7
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	▲		<u>Governance – Code of Conduct</u>	9	1	6
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	▲		<u>Governance – Code of Conduct</u>	9	1	
SO4	Actions taken in response to incidents of corruption.	▲		<u>Governance – Code of Conduct</u>	10	1	
Public Policy							
SO5	Public policy positions and participation in public policy development and lobbying.	▲		<u>Governance – Code of Conduct, Code of Business Ethics and Conduct – Our Commitment to Our Communities</u>		1,2,9	
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions, by country.	▲		<u>Governance – Code of Conduct</u>	10	1,9	

GRI Indicator	Description				Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
		▲ Included	▲ Partially	▲ Not Included ⁽¹⁾			
Anti-competitive Behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	▲			<u>Performance – GRI Index.</u> There were no actions of this kind during 2013.	1	7

Compliance

SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	▲		<u>Environment – Compliance</u>		1	7
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Notes & Abbreviations

Product Responsibility

Product Responsibility

GRI Indicator	Description	<div> <div>▲ Included</div> <div>▲ Partially</div> <div>▲ Not Included⁽¹⁾</div> </div>			Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
				Location			
DMA PR	Disclosure on management approach PR i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up	▲		<u>Governance – Supply Chain Stewardship, Code of Business Ethics and Conduct – Our Commitment to Our Communities, Environmental Excellence Policy Statement, Health and Safety Policy, Social Responsibility Policy</u>			

Customer Health and Safety




PR1	Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	▲		Newmont does not have customers in the traditional sense. All metals are sold on the spot market. The spot market or cash market is a commodities or securities market in which goods are sold for cash and delivered immediately. Contracts bought and sold on these markets are immediately effective.		5,8	
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their lifecycle, by type of outcomes.	▲		As above		5,8	

GRI Indicator	Description	<div>▲ Included ▲ Partially ▲ Not Included⁽¹⁾</div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
Product and Service Labeling						
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	▲	As above		8	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	▲	As above		8	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	▲	As above		8	
Marketing Communications						
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.	▲	As above		1	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes.	▲	As above		1	
Customer Privacy						
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	▲	As above		1	
Compliance						
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	▲	As above		1	

Notes & Abbreviations

Mining and Metals Indicators

Mining and Metals Supplement

GRI Indicator	Description	<div>  Included  Partially  Not Included⁽¹⁾ </div>	Location	Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated.	▲	<u>Environmental Stewardship – Biodiversity, Closure and Reclamation</u>	8	MM,2,9	
MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.	▲	<u>Environmental Stewardship – Biodiversity</u>	8	MM,2,7	
MM3	Total amounts of overburden, rock, tailings, and sludges and their associated risks.	▲	<u>Environmental Stewardship – Waste Management</u>		MM	
MM4	Number of strikes and lock-outs exceeding one week's duration, by country.	▲	<u>People – Workplace Rights</u>	3	MM,3	2
MM5	Total number of operations taking place in or adjacent to Indigenous Peoples' territories, and number and percentage of operations or sites where there are formal agreements with Indigenous Peoples' communities.	▲	<u>Community Relationships – Indigenous and Tribal Communities</u>		MM,3,10	
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples.	▲	<u>Community Relationships – Community Engagement and Human Rights</u>	1	MM,3,10	6
MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and Indigenous Peoples, and the outcomes.	▲	<u>Community Relationships – Community Engagement and Human Rights</u>	1	MM,3,10	6
MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) take place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks.	▲	<u>Community Relationships – Resettlement and Land Use</u>		MM	

GRI Indicator	Description				Global Compact ⁽²⁾	ICMM ⁽³⁾	Sullivan Principles ⁽⁴⁾
		▲ Included ▲ Partially ▲ Not Included ⁽¹⁾	Location				
MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process.	▲	<u>Community Relationships – Resettlement and Land Use</u>	1	MM,3,10	6	
MM10	Number and percentage of operations with closure plans.	▲	<u>Environmental Stewardship – Closure and Reclamation</u>		MM,2,9,10		
MM11	Programs and progress relating to materials stewardship.	▲	<u>Governance – Supply Chain Stewardship</u>		MM		

Notes & Abbreviations

ICMM Framework

Home / Performance / ICMM Framework

As a founding member of the International Council on Mining and Metals (ICMM), Newmont commits to uphold the ICMM's 10 Principles for Sustainable Development and to report in accordance with the GRI framework.

ICMM 10 Principles of Sustainable Development

1. Implement and maintain ethical business practices and sound systems of corporate governance
2. Integrate sustainable development considerations within the corporate decision-making process
3. Uphold fundamental human rights and respect cultures, customs and values in dealings with employees and others who are affected by our activities
4. Implement risk-management strategies based on valid data and sound science
5. Seek continual improvement of our health and safety performance
6. Seek continual improvement of our environmental performance
7. Contribute to conservation of biodiversity and integrated approaches to land-use planning
8. Facilitate and encourage responsible product design, use, re-use, recycling and disposal of our products
9. Contribute to the social, economic and institutional development of the communities in which we operate
10. Implement effective and transparent engagement, communication and independently verified reporting arrangements with our stakeholders

We also conform to the requirements set forth in the ICMM's position statements, which provide clear expectations on:

- Policy on climate change;
- Partnerships for development;
- Transparency of mineral revenues;
- Mercury risk management;
- Issues surrounding mining and Indigenous Peoples; and
- Mining and protected areas.

ICMM's principles and position statements were developed through extensive consultation with assurance experts and a review of relevant literature. ICMM concluded that existing assurance activities across all sectors vary widely. However, there is increasing use of standards such as those developed by AccountAbility (AA1000). Our 2013 report was assured in accordance with the ICMM Assurance Procedure. The assurance was conducted to provide a high level of assurance in accordance with the Assurance Standard AA1000AS (2008).

Indices and Awards

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Corporate Awards and Recognition

Dow Jones Sustainability World and North America Indices

In 2013, Newmont was named to the DJSI-World Index for the seventh consecutive year. DJSI World tracks the performance of 2,500 leading companies worldwide, independently evaluating their long-term economic, environmental and social performance. The top 10 percent of performers are selected from among 59 industry groups.

Society for Mining, Metallurgy & Exploration's (SME) Daniel C. Jackling Award

Newmont President and Chief Executive Officer Gary Goldberg was selected as the 2013 recipient of the Jackling Award for his lifelong commitment to health and safety, and his demonstrable progress towards achieving zero harm. The Jackling Award is presented for significant contributions to technical progress in the fields of mining, geology and geophysics.

Site Awards and Recognition

2013 Outstanding Company Initiative Awards

Jodie Gray, a Pit Technician Supervisor at Newmont's Boddington mine, was recognized as the 2013 Chamber of Minerals and Energy of Western Australia's (CME) Outstanding Technician/Operator/Trade for her efforts to champion women in the mining industry.

Finalists for 2013 Golden Gecko Awards

The **Martu rangers program** at Newmont's Jundee mine was a finalist for the Western Australian Department of Mines' 2013 Golden Gecko awards, which celebrate environmental excellence in our industry.

2012 Mining Magazine Awards

In 2013, Newmont's Boddington mine – along with Leica Geosystems and Locata – received *Mining Magazine's* 2012 award for ancillary equipment. Together, these organizations developed JPS, a ground-based alternative to GPS that provides significantly improved coverage (92 to 99 percent) in deep open pit mines compared with GPS-only coverage of 10 to 85 percent.

"Blue" AKOBEN Rating

Newmont's Ahafo mine in Ghana obtained a "Blue" rating in the Ghana Environmental Protection Agency's 2012 AKOBEN environmental rating and disclosure program. Ahafo received high scores for its environmental management and performance, and corporate social responsibility efforts.

ADITAMA Award

In November 2013, our Indonesian affiliate, PT Newmont Nusa Tenggara (PTNNT), received the ADITAMA Award (gold) and ADITAMA Trophy for its environmental management efforts and the PRATAMA Award (bronze) for its safety management efforts from the Republic of Indonesia's Ministry of Energy and Mineral Resources.

PROPER Blue Rating for Environmental Performance

PTNNT received the PROPER Blue rating (Company Performance Rating Assessment Program) from the Ministry of Environment of the Republic of Indonesia for the 2012/2013 period. The assessment covers water and air pollution control, waste management (including toxic and hazardous wastes), and control and prevention of mine area damage.

Indonesia Fire and Rescue Challenge

PTNNT's 11-member emergency services team competed in the 2013 Indonesia Fire and Rescue Challenge. Although the team was relatively new and had never competed before, they took home first place in the Structural Fire Fighting category and third place in Water Rescue.

United States National Mine Rescue Competition

Our eight-person Carlin Mine Rescue Team from Nevada won the **2013 National Mine Rescue Competition**. The Carlin team was the first from Nevada to win the national title.

Nevada Operations and Individuals Honored for Safety

The Nevada Mining Association honored six mine sites and 11 individuals from Newmont's Nevada Operations for safety achievement. The awards recognize efforts to send every worker home safe and healthy after every shift. The operator awards are based on safety rate data, and the individuals are judged on their personal safety record and advocacy for safety in the workplace.

G.I. JOBS Magazine

G.I. JOBS Magazine named Newmont to its 2013 Top 100 Military Friendly Employers List. The list is the primary benchmark of corporate recruiting programs aimed at United States veterans, and represents the top two percent of more than 5,000 eligible companies.

2013 Sustainable Development Award

Yanacocha's project to **improve the availability of water** in the city of Cajamarca won first place in the National Society of Mining, Petroleum and Energy's 2013 Sustainable Development Award.

Safety Milestone Recognition for Yanacocha

The Mining Safety Institute (ISEM) and the Institute of Mining Engineers of Peru (IIMP) recognized Yanacocha's health and safety efforts in achieving 40 million man-hours worked without a lost-time accident, at both the Yanacocha mine and the Conga project.

Report Assurance

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We provide assurance for this report pursuant to the AccountAbility 1000 protocol. The assurance for our 2013 report was undertaken by Bureau Veritas. The scope for the report's assurance includes AccountAbility's AA1000 Assurance Standard, the Global Reporting Initiative's G3 set of indicators and the ICMM Assurance Procedure.

Assurance against ICMM's Assurance Procedure checks the following:

- Alignment of the member company's sustainability policies to ICMM's 10 Sustainable Development Principles and any mandatory requirements set out in ICMM Position Statements;
- The company's material sustainable development risks and opportunities based on its own review of the business and the views and expectations of its stakeholders;
- The existence and implementation status of systems and approaches the company is using to manage the identified material sustainable development risks and opportunities;
- The company's reported performance during the given reporting period for a selection of identified material sustainable development risks and opportunities; and
- The company's self-declared application level of the Global Reporting Initiative's (GRI) G3 Sustainability Reporting guidelines (G3 guidelines).

Bureau Veritas provides an Assurance Statement, which is published in our annual sustainability report. The organization also provides an extensive internal report detailing observations, findings and opportunities for improvement that are based on interviews with a range of our stakeholders, as well as visits to our operating sites.
