

Our 2016 Social and Environmental Performance

**OUR PURPOSE IS TO CREATE VALUE AND  
IMPROVE LIVES THROUGH SUSTAINABLE  
AND RESPONSIBLE MINING**

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# Overview



Mining is a long-term business with commitments and investments that can span decades. How we manage social, environmental and political risks directly impacts our reputation and ability to create value.

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# CHIEF EXECUTIVE'S MESSAGE



Dear Stakeholder,

Our commitment to operating a sustainable business makes a positive difference in the lives of employees, business partners and community members around the world. Leading sustainability performance also underpins our ability to deliver consistent and superior business results, pursue profitable growth, and attract and retain talented people. I'm pleased to report on our contributions to sustainable development in 2016, and where we have room for improvement in achieving our purpose, which is to create value and improve lives through sustainable and responsible mining.

In 2016, our team maintained industry leading injury rates, lowered serious injuries by 75 percent, and worked for the entire year without a fatality. Despite this strong performance, we have more to do to create a sustainable safety culture. Work to verify the controls we have in place to minimize safety risks began in 2016 and will continue in 2017. We will also maintain efforts to reduce workplace health exposures through engineering controls like cleaner burning engines and better ventilation.

We delivered strong sustainability performance in 2016, but our work to drive further improvements in alignment with society's long-term challenges and expectations never ends.

We generated cash from continuing operations of \$1.9 billion in 2016 and more than doubled free cash flow to \$784 million on the back of ongoing cost and productivity improvements. These profits were used to repay debt, return capital to investors and invest in our best growth prospects. We self-funded construction of two new mines – Merian in Suriname and Long Canyon in the United States – creating a foothold in prospective new gold districts. Both projects were built safely and benefited from strong stakeholder engagement and support. We also advanced profitable expansions in the United States and Australia and added four million ounces of gold to our reserve base through our exploration program. Failure to secure permits in a timely manner, however, delayed expansion projects in Ghana until the first half of 2017.

Results of an employee engagement survey helped us better understand what makes Newmont a good place to work and where we have room for improvement. Employee engagement improved significantly since the last survey was

fielded in 2014. The majority believe that Newmont demonstrates its commitment to sustainability (90 percent) and to promoting diversity in the workforce (70 percent), but males rated the Company's commitment to diversity higher than females. We are working to address that disparity by creating a more inclusive culture, and improving female and national representation in our leadership ranks.

Newmont was named the mining sector leader by the Dow Jones Sustainability Index for the second consecutive year in 2016. We were also ranked as the top mining company in the S&P 500 for environmental, social and governance (ESG) performance – and in the top 10 overall – according to Bloomberg's ESG disclosure score. The score is intended to measure a company's capacity to anticipate and manage risk, and help investors weigh this competency on a consistent basis.

Our teams met public targets to improve complaint resolution, concurrent reclamation planning, and local procurement, but fell short of targets to improve local hiring at one operation and complete water management action plans at two others. Sustainability targets were also integrated into Newmont's compensation program in 2016 to heighten awareness of and accountability for social and environmental performance.

Other highlights for the year include:

- Our Ghana team being recognized by the U.S. State Department for their efforts to train security forces to protect operations and communities in a way that upholds human rights
- Partnering with Nevada state and U.S. federal officials to establish a historic sagebrush ecosystem conservation agreement
- Executing plans to create a more inclusive workforce and recruit, retain and engage indigenous employees in Australia
- Achieving a perfect score of 100 on the United States' Corporate Equality Index (CEI), and a designation of Best Place to Work for LGBT Equality
- Joining forces with other business leaders to achieve gender equality in U.S. company leadership ranks by 2030 through the Paradigm for Parity
- Reaching a landmark cooperation agreement with the Pamaka people in Suriname and establishing a community development fund that is already being used to dig wells and upgrade roads

Most of these examples demonstrate the importance we place on working collaboratively to improve our sustainability performance and standards. We continue to report in line with the United Nations Guiding Principles on Business and Human Rights' Reporting Framework. Newmont is also an active participant in the International Council on Mining and Metals Sustainable Development Framework, the United Nations Global Compact, the Voluntary Principles on Security and Human Rights, the Partnering Against Corruption Initiative, and the Extractive Industries Transparency Initiative among other globally recognized standards.

We delivered strong sustainability performance in 2016, but our work to drive further improvements in alignment with society's long-term challenges and expectations never ends. Our priorities for 2017 include eliminating fatalities; capturing the cost of carbon in our investment system; securing the permits we need to grow our business in Ghana; and resolving a long-standing land dispute in Peru.

Please read our sustainability report for more detail on our performance and improvement targets. On behalf of the entire Newmont team, I thank you for your interest and welcome your feedback.

Sincerely,



**Gary J. Goldberg**  
President and Chief Executive Officer



# MESSAGE FROM THE SAFETY AND SUSTAINABILITY COMMITTEE CHAIR



Dear Stakeholder,

The Safety and Sustainability Committee evaluates, on behalf of Newmont's Board of Directors, management's efforts to build a healthier, safer and more environmentally sound and socially responsible business.

The Company's resiliency in what was another year of market volatility is a testament to management's approach to delivering long-term value through sustainable and responsible mining.

During 2016, Committee meetings involved detailed briefings on Newmont's efforts to address the material environmental and social risks and opportunities across the business. To better understand the key sustainability matters at each operation, Committee members regularly engaged with regional leadership, conducted in-depth reviews of each operating region at quarterly committee meetings, and visited Merian and Cripple Creek & Victor – two of Newmont's newest portfolio additions – to observe on-the-ground implementation of the Company's policies and standards.

Among the more significant matters the Committee reviewed during the year:

- *Safety* – The Committee commends everyone working on Newmont's behalf for a fatality-free year. In addition to receiving safety performance updates at each meeting, we reviewed the Company's work to sustain this performance through its Fatality Risk Management program and address repeat events and those that had the potential for serious consequences. We also reviewed and discussed the citations and orders issued by the U.S. Mine Safety and Health Administration related to alleged safety and health violations at Newmont's U.S.-based mines.
- *Human Rights* – At each meeting, we received updates on the **complex land dispute involving the Chaupe family in Peru**. Management briefed the Committee and the full Board prior to the publication of the independent report on the allegations of human rights violations and other issues associated with the dispute and Newmont's plan to address the report's findings. We also were briefed on the important work underway to manage human rights risks across the business, particularly in the Company's supply chain, security program and stakeholder engagement efforts.
- *Environment* – The Committee reviewed progress on the Company's water strategy and efforts to reduce fresh water use. Developments around climate change – including the Paris Climate Agreement and its potential impact on our costs and operations – elevated discussions on the strategy to accelerate energy conservation and emission reductions and prepare the business for a low-carbon economy. A particular focus of the Committee was around the closure plan for the Yanacocha operation in Peru and the increase in the Company's reclamation obligation, primarily due to higher estimated long-term water management costs, heap leach earthworks and related activities.

During the year, the Committee also discussed country risk and global efforts such as the cyanide management risk assessment; artisanal and small-scale mining strategy; workplace health exposure reduction plans; and implementation of a new integrated data management system that supports greater efficiency and more robust assurance.

In the coming year, the Committee will focus on Newmont's efforts to sustain its safety performance; meet energy, emissions and water use targets; update its tailings storage facility management approach to reflect the industry-wide review led by the International Council on Mining and Metals (ICMM); manage and report human rights risks; and develop an approach to demonstrate how the Company contributes to the United Nations Sustainable Development Goals. We also will be reviewing the revised closure plan for Yanacocha, which is expected to be submitted to Peruvian regulators in the second half of 2017.

The Company's resiliency in what was another year of market volatility is a testament to management's approach to delivering long-term value through sustainable and responsible mining.

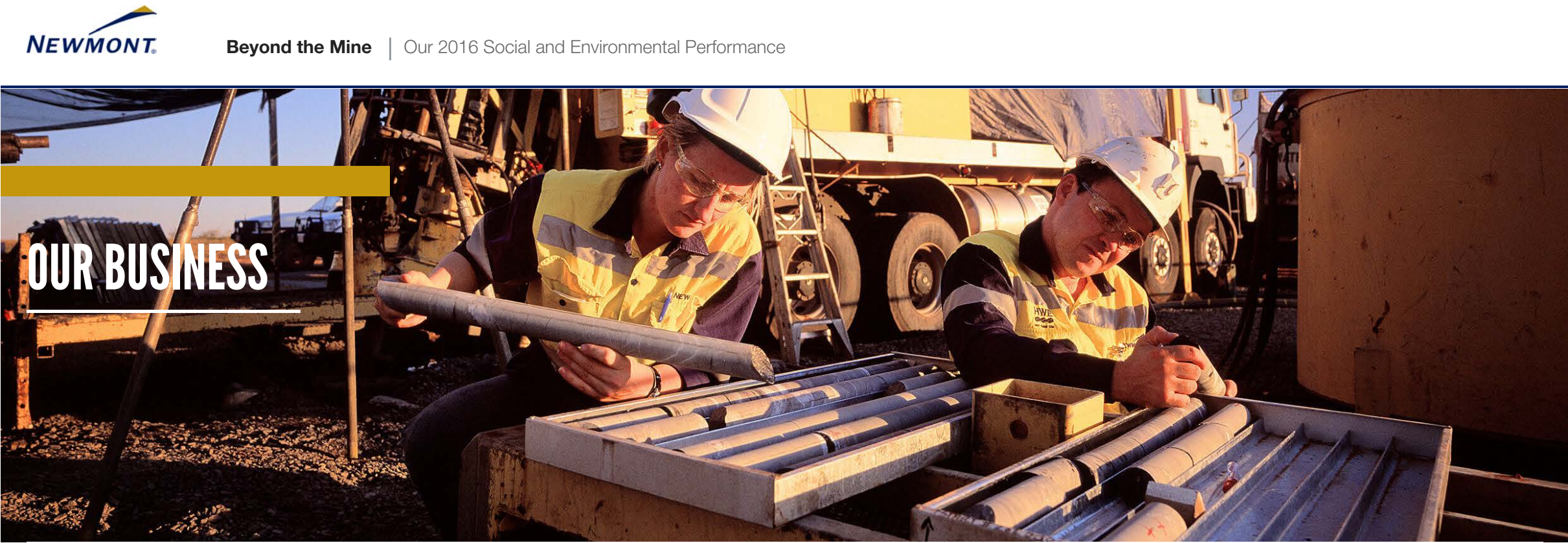
Sincerely,



**Joseph A. Carrabba**

Chair, Safety and Sustainability Committee of the Board of Directors





Newmont Mining Corporation (“Newmont”) is a leading gold and copper producer. The Company was founded in 1921 and has been publicly traded since 1925. Headquartered in Greenwood Village, Colorado, Newmont has approximately 20,000 employees and contractors with operations primarily in five countries around the world. Newmont is the only gold company listed in the S&P 500 index. In 2007, the Company became the first gold company selected to be part of the Dow Jones Sustainability World Index. Newmont has remained on the prestigious index every year since and was named the mining industry leader in 2015 and 2016.

Newmont’s 100 percent-owned operating assets include the Boddington and Tanami mines in Australia; Ahafo and Akyem operations in Ghana; and in the United States, the Cripple Creek & Victor (CC&V) mine in Colorado and four operating complexes (Carlin, Long Canyon, Phoenix and Twin Creeks) in Nevada.

Operations where Newmont owns 50 percent or more and/or is the manager or operator include KCGM in Australia (50 percent); Yanacocha in Peru (51.35 percent); and Merian in Suriname (75 percent).

Newmont’s optimized project pipeline consists of promising growth opportunities in each of its four operating regions.

Map of Newmont locations



	Operations	Project in execution stage	2016 Regional gold production (thousand ounces)
North America	Nevada: four operating complexes (Carlin, Long Canyon, Phoenix and Twin Creeks)	Nevada: Gold Star and Northwest Exodus	2,024 attributable Koz*^
	Colorado: Cripple Creek & Victor		
South America	Peru: Yanacocha		414 attributable Koz* <sup>1</sup>
	Suriname: Merian		
Africa	Ghana: Ahafo		819 attributable Koz*
	Ghana: Akyem		
Australia	Australia: Boddington	Tanami expansion	1,641 attributable Koz**
	Australia: KCGM joint venture		
	Australia: Tanami		



\* As of December 2016. **See cautionary statement.**

#The Batu Hijau mine in Indonesia was sold on November 2, 2016.

^Includes the first full year of production at Cripple Creek & Victor in Colorado and a partial quarter of production at Long Canyon in Nevada, which declared commercial production on November 15, 2016.

! Includes nearly a full quarter of production from Merian in Suriname, which declared commercial production on October 3, 2016.

Our commitment to build a more successful and sustainable business is reflected in our Purpose, Mission, Vision and Values. These articulate the path we will follow into the future and how we will conduct business along the way.

## Purpose

To create value and improve lives through sustainable and responsible mining.

## Mission

We transform mineral resources into shared value for our stakeholders and lead the industry in shareholder returns, safety, social responsibility and environmental stewardship.

## Vision

We will be recognized and respected for exceptional economic, social and environmental performance.

## Values

Our five core values are the cornerstone of what we believe and what we do:

- **Safety** – We take care of our safety, health and wellness by recognizing, assessing and managing risk, and choosing safer behaviors at work and home to reach our goal of zero harm.
- **Integrity** – We behave ethically and respect each other and the customs, cultures and laws wherever we operate.
- **Sustainability** – We serve as a catalyst for local economic development through transparent and respectful stakeholder engagement and as responsible stewards of the environment.
- **Responsibility** – We deliver on our commitments, demonstrate leadership and have the courage to speak up and challenge the status quo.
- **Inclusion** – We create an inclusive environment where employees have the opportunity to contribute, develop and work together to deliver our strategy.

## Strategy

Our business strategy guides our approach to becoming the world’s most profitable and responsible gold producer. This strategy is to:

- *Secure the gold franchise* – by running our existing business more efficiently and effectively
- *Strengthen the portfolio* – by building a longer-life, lower-cost asset portfolio
- *Enable the strategy* – through capabilities and systems that create competitive advantage

Our focus on taking our performance to the next level applies to our five strategic pillars that form the basis of our business plan; create alignment across regions, sites and functions; and establish the objectives by which we measure our performance:

- *Health and safety* – working to eliminate all workplace injuries and illness through a focus on fatality prevention, engagement and leadership
- *Operational excellence* – delivering sustainable cost and efficiency improvements, portfolio optimization and world-class technical fundamentals
- *Growth* – improving portfolio value and risk profile by progressing promising exploration, project development and inorganic opportunities
- *People* – achieving a competitive advantage through our people by engaging employees, developing effective leaders and building a more diverse and inclusive workplace
- *Sustainability and external relations* – managing risks to maximize opportunities and minimize threats and applying leading social and environmental practices



# Significant Changes

In 2016, significant changes to the business include:

- Brought the new Merian mine in Suriname into commercial production, on time and \$150 million under budget;
- Reached commercial production at the new Long Canyon mine in Nevada two months ahead of schedule and \$50 million below budget;
- Completed the Cripple Creek & Victor expansion project, which includes a new mill, a second leach facility and new recovery plant;
- Completed the divestiture of interest in the Batu Hijau mine in Indonesia to PT Amman Mineral Internasional, an Indonesian company;
- Approved full funding for the Northwest Exodus underground extension at the Carlin complex in Nevada;
- Sold 19.45 percent stake in Australian gold mining company Regis Resources LTD;
- Transitioned to new operational leaders in the regions and promoted Tom Palmer to Executive Vice President and Chief Operating Officer;
- Appointed Nancy Buese as Executive Vice President and Chief Financial Officer; and
- Signed a **Cooperation Agreement** – which details collaborative efforts related to safety, local employment and procurement, small-scale mining, and the establishment of a **Community Development Fund** – with the Pamaka community that resides near the Merian mine in Suriname.

Additional information about these events can be found in our online [newsroom](#) as well as in our [2016 10-K report](#).

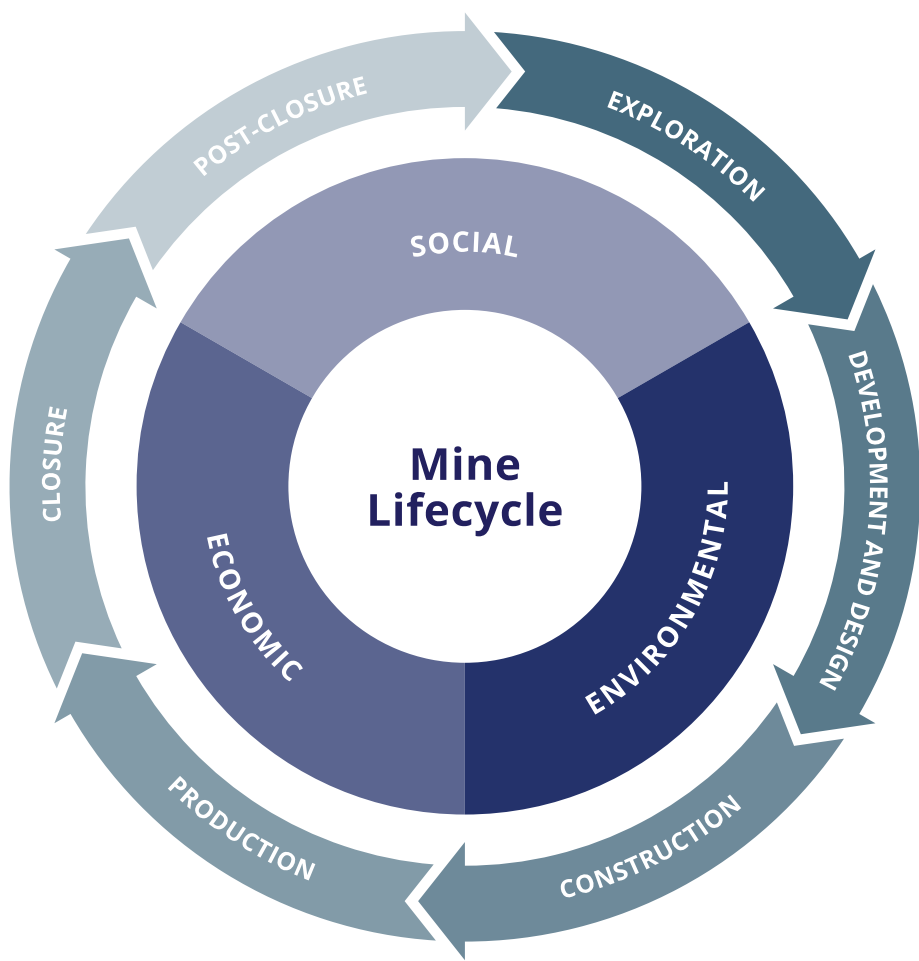




As a core value, sustainability – serving as a catalyst for local economic development through transparent and respectful stakeholder engagement and as responsible stewards of the environment – is a deeply ingrained principle that guides our actions and supports our purpose to create value and improve lives through sustainable and responsible mining.

## Our Sustainability Strategy

### How sustainability fits into the mine lifecycle



Our strategy is based on the premise that strong sustainability performance **throughout the mine lifecycle** delivers value for the business, our shareholders and stakeholders. Meeting the needs of the present without compromising the needs of the future requires that we understand and effectively manage our broad profile of social and environmental risks.

Our sustainability strategy is aligned to the three platforms of our business strategy:

#### 1. Secure the gold franchise

Our business depends on securing legal licenses and social acceptance, which requires us to:

- Meet legal obligations and achieve minimum performance standards across all operations and projects;
- Effectively identify and manage environmental and social risks;
- Develop long-term positive relationships with host governments, communities and other key stakeholders;
- Employ robust systems and processes to accurately capture data and information; and
- Transparently and regularly report our performance.

#### 2. Strengthen the portfolio

Building an industry leading portfolio of long-life, lower-cost assets requires discipline and rigor in assessing social and environmental challenges, risks and opportunities.

Whether pursuing opportunities in new jurisdictions or acquiring mature assets, we must evaluate key risks – including employment and infrastructure, social and environmental impacts, environmental legacies and reputational liabilities – in order to determine the value and viability of the opportunity.

When divesting non-core assets, buyer interest and asset valuations are likely to be greater if social and environmental risks and legacy issues have been effectively managed.

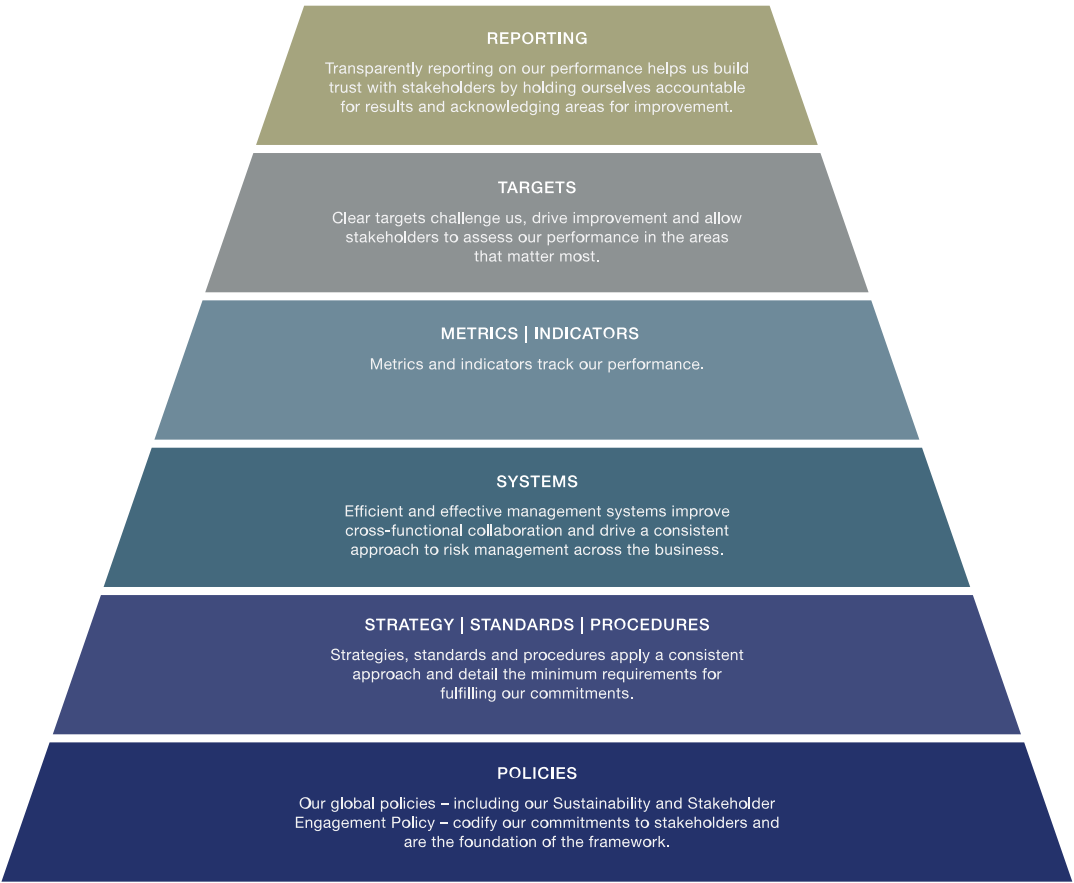
#### 3. Enable the strategy

The third element of our business strategy requires effective management of both current and emerging threats and opportunities through:

- A clear direction and strategic intent;
- A framework for implementation and realistic plans;
- A motivated team with specialized skills;
- Leaders who visibly and consistently demonstrate their understanding and commitment; and
- **Ongoing, meaningful engagement** with our full range of stakeholders.



Sustainability framework



Framework

Implementation of our sustainability strategy requires a framework that connects all the required elements, beginning with the policies that serve as the framework’s foundation, in order to deliver on our commitments:

Strategic imperatives

Three strategic imperatives drive the programs necessary to deliver our sustainability strategy:

- *Performance* – We strive to deliver meaningful, measurable and sustainable results over the long term. In 2016, the Dow Jones Sustainability World Index (DJSI) named Newmont the mining sector leader for the second year in a row, and we achieved both Gold Class and Industry Mover distinctions in the **2017 Sustainability Yearbook**, which is based on the assessment used to determine the DJSI scores. We also ranked as the top mining company – and in the top 10 overall – in the S&P 500 for our environmental, social and governance (ESG) performance, according to Bloomberg’s ESG disclosure score.

- *Social acceptance and reputation* – The support of host communities and other key stakeholders is crucial to our success. In 2016, Newmont was the first company in the extractive industry to publicly report against the UN Guiding Principles Reporting Framework, the first comprehensive guide for reporting on human rights risks. We also signed a comprehensive Cooperation Agreement with the Pamaka community in Suriname, and implemented a strategy to better manage risks and identify opportunities related to artisanal and small-scale mining activities.
- *Risk management* – Identifying and managing our risks and capitalizing on opportunities that deliver shared value to all our stakeholders are essential to achieving our goals. Our new **Integrated Management System (IMS)** is a critical tool to help drive efficiency and effectiveness in communicating, tracking and managing our risks, and the launch in 2016 of IMS’s first phase was an important milestone in the system’s implementation. During the year we also conducted comprehensive global risk assessments related to fatalities, cyanide management, suppliers and security forces; reviewed risks associated with regulatory changes; and participated in the International Council on Mining and Metals’ (ICMM) global review of tailings storage facilities.

Our Priorities

Understanding the issues that matter most to our stakeholders and our business helps us focus on key risks and opportunities, which in turn improves our reporting and performance.

We evaluate a number of factors to determine our priorities for this report. These include the issues that address our values, policies and overall strategy and the most significant impacts, threats and opportunities to our business. We also consider regulatory and voluntary commitments – such as the Paris Climate Agreement and the **United Nations Sustainable Development Goals (SDGs)** – that address current and future challenges for our industry and society as a whole.

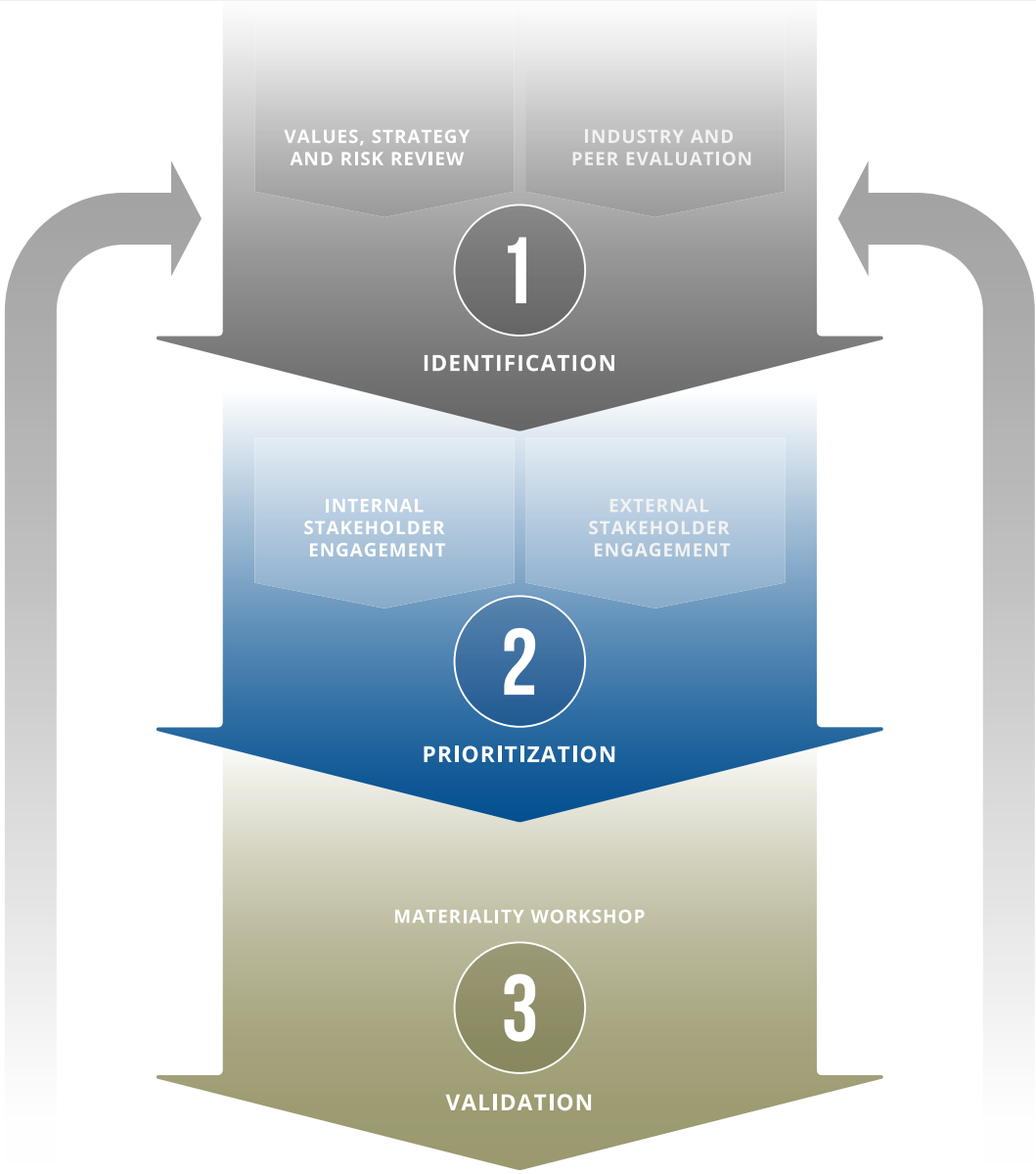
Our priorities also reflect our **salient human rights issues**, which were determined by examining how our business activities can impact human rights across the supply chain and throughout the life of the mine.

Finally, ongoing and regular feedback from internal and external stakeholders is crucial to understanding the issues that are most important to the business and our stakeholders. In 2016, we engaged a third party to conduct a formal materiality assessment as a follow-up to the one we completed in 2013 and the internal materiality review performed in 2015. Nearly 50 internal and external stakeholders either completed an online survey or were interviewed about the relative importance of 28 sustainability issues.

The findings from this assessment, which followed the Global Reporting Initiative’s (GRI) principles for defining report content, largely reaffirmed our priorities while providing an opportunity to fine-tune them. We previously included Stakeholder Engagement as a standalone priority, but have removed it going forward because it is an integral tool for managing all our priorities. We changed the name of one priority, Water Withdrawal to Water Management to reflect our broader approach, and added two new priorities, Ethics and Governance and Local Procurement, due to their importance to the business.

For purposes of this report, we group our priorities into four categories – Ethics and Governance, Our People, Economic and Social Performance, and Environmental Stewardship.





Our Priorities

BIODIVERSITY	CLOSURE PLANNING	COMMUNITY HEALTH AND SAFETY	ECONOMIC PERFORMANCE
EMPLOYMENT	EMISSIONS	ENERGY AND CLIMATE CHANGE	ETHICS AND GOVERNANCE
GLOBAL INCLUSION AND DIVERSITY	HUMAN RIGHTS	INDIGENOUS RIGHTS	INDIRECT ECONOMIC IMPACTS
LABOR/MANAGEMENT RELATIONS	LAND USE	LOCAL COMMUNITY DEVELOPMENT	LOCAL EMPLOYMENT
LOCAL PROCUREMENT	MATERIALS AND WASTE MANAGEMENT	OCCUPATIONAL HEALTH AND SAFETY	SUPPLY CHAIN STEWARDSHIP
WATER MANAGEMENT			

☐ ETHICS AND GOVERNANCE    ☐ OUR PEOPLE    ☐ ECONOMIC AND SOCIAL PERFORMANCE    ☐ ENVIRONMENTAL STEWARDSHIP

☒ IMPORTANT TO NEWMONT    ☐ IMPORTANT TO EXTERNAL STAKEHOLDERS    |    LESS IMPORTANT    ☐ ☒ ☒ MORE IMPORTANT



# Targets

Measuring and reporting on our progress are key elements of our sustainability framework. Targets demonstrate our commitment to transparency, focus our efforts on strategic priorities, strengthen accountability, and reflect our commitment to continuous improvement.

We continue to build on and learn from the first external targets we established in 2014 to ensure our targets are meaningful and align with our strategic goals as well as broader global sustainable development priorities.

The following is a summary of our performance against the targets we set for 2016, as well as an update on our progress against our 2018 inclusion and diversity target. A discussion on future targets – including those related to reducing **emissions** and **fresh water use** – is provided in each respective section of this report.

Security			
Target	2016 Performance	Commentary	For more information
All <b>(100 PERCENT)</b> of applicable sites complete required training in the Voluntary Principles on Security and Human Rights (the VPs)  <b>100 PERCENT</b> of operating, project and exploration sites complete a security and human rights risk assessment in the required format	<b>MET</b>	All operating, project, exploration and office sites completed security and human rights risk assessments using the standardized workbook based on the Voluntary Principles on Security and Human Rights (VPs), and all security personnel at applicable sites completed training on the VPs.	<b>Human Rights</b>

Inclusion and diversity			
Target	2016 Performance	Commentary	For more information
Increase the enterprise-wide representation of women in the workforce to <b>15.3 PERCENT</b> by 2018	<b>IN PROGRESS</b>	In 2016, we updated our three-year target for increasing the representation of women to reflect the divestiture of the Batu Hijau mine in Indonesia. At the end of the year, enterprise-wide representation of women was <b>14.8 PERCENT</b> .	<b>Our Workplace</b>

Safety			
Target	2016 Performance	Commentary	For more information
Zero fatalities	<b>MET</b>	No fatalities occurred at any Newmont site or facility in 2016. However, we continue to have injuries and potentially serious events, highlighting the importance of our Fatality Risk Management work.	<b>Safety</b>
Lower Total Recordable Injury Frequency Rate (TRIFR) to <b>0.30</b>	<b>ALMOST MET</b>	Our Total Recordable Injury Frequency Rate (TRIFR) of <b>0.32</b> held steady compared to 2015. While this performance was among the best of all International Council on Mining and Metals (ICMM) member companies, we did not achieve our goal to reduce the rate to 0.30 (which was adjusted to reflect the sale of the Batu Hijau operation).	<b>Safety</b>

Local procurement			
Target	2016 Performance	Commentary	For more information
Each region to achieve spend target with local/local-local suppliers	<b>MET</b>	Globally, we set a total local spend goal of \$393 million, which we exceeded by around \$108 million, largely due to a decision to re-evaluate and reassess an in-sourcing initiative in Australia.	<b>Local Employment and Business Opportunities</b>

Local employment			
Target	2016 Performance	Commentary	For more information
Each site to achieve local employment target	<b>ALMOST MET</b>	All sites with a local or, where applicable, indigenous employment target achieved their target, with the exception of one operation.  The Tanami mine in Australia grew aboriginal employment from 89 to 94 individuals year over year but missed its target of 99.	<b>Local Employment and Business Opportunities</b>



Community commitments			
Target	2016 Performance	Commentary	For more information
All sites <b>(100 PERCENT)</b> complete implementation of auditable process for capturing community commitments and register commitments	<b>MET</b>	All sites met the target to implement an auditable process for capturing community commitments and registering such commitments so we can externally report our performance in completing these commitments beginning in 2017.	<b>Community Relationships</b>

Complaints and grievances (C&G)			
Target	2016 Performance	Commentary	For more information
All sites <b>(100 PERCENT)</b> close* <b>90 PERCENT</b> of tier 1# complaints within 30 days	<b>MET</b>	All sites met our global external target to resolve at least <b>90 PERCENT</b> of tier 1 complaints within 30 days. Of the 13 operating sites with C&G registers, five sites had no formal complaints, seven sites resolved <b>100 PERCENT</b> and one site resolved <b>98 PERCENT</b> of tier 1 complaints within 30 days.	<b>Community Relationships</b>

\* We define “close” as handling complaints that may be resolved between the site and the complainant.

# Tier 1 is defined as those complaints that can be resolved between Newmont and complainants without the need for external mediation and/or legal proceedings.

Water			
Target	2016 Performance	Commentary	For more information
All sites <b>(100 PERCENT)</b> complete their action plan for the year and achieve <b>80 PERCENT</b> of water targets established in the site’s Water Strategy Action Plan	<b>ALMOST MET</b>	All but two of our sites completed all objectives in their site action plans. In Australia, our Tanami operation delayed one of the actions proposed for 2016 until early 2017 due to infrastructure improvements taking place as part of the operation’s expansion, and KCGM delayed a planned well replacement due to technical difficulties with the existing well.	<b>Water</b>

Closure and reclamation			
Target	2016 Performance	Commentary	For more information
Achieve <b>80 PERCENT</b> of planned reclamation activities across Newmont	<b>MET</b>	Globally, we completed concurrent reclamation on more hectares than planned for reclamation during 2016, exceeding our initial target area by <b>131 PERCENT</b> .	<b>Closure and Reclamation</b>



Engaging with our stakeholders – who we consider to be any person or organization influential to our success or potentially impacted by our activities – allows us to share information about our activities and decisions and gain a greater understanding of their needs and perspectives.

Stakeholder engagement plans at the corporate, regional and site level ensure we deliver on our commitment to ongoing and honest dialogue and transparent, timely and fact-based communications with our stakeholders. These elements are critical to building trusted relationships based on mutual respect and to managing risks present in our business. In addition, stakeholder engagement helps inform our site-level management plans and validate our salient human rights issues and priorities.

Because each stakeholder has unique and specific areas of concern, the channel and frequency of engagement varies. An overview of our approach to engaging with our main stakeholders is described in the following table, with additional detail provided throughout this report.

Stakeholder engagement		
Stakeholder	Key topics and areas of interest	Our approach to engagement and addressing key topics and areas of interest
Employees	<ul style="list-style-type: none"><li>Safe and healthy work environment</li><li>Strategy and direction of organization</li><li>Workplace diversity and inclusion</li><li>Wages, benefits, recognition and commitments</li><li>Opportunities for career advancement and/or development</li><li>Workplace agreement terms and conditions</li><li>Responsible business practices</li></ul>	<p>Code of Conduct, policies and standards, collective bargaining/contract negotiations, Vital Behaviors and Safety Leadership Coaching programs, training and development programs, Ethics line, conversations between managers and employees, performance feedback, engagement surveys, town hall meetings with the CEO and other leaders, newsletters, employee communications channels</p> <p>For more information, visit <a href="#">Our Workplace</a> and <a href="#">Workforce Rights</a>.</p>
Suppliers/contractors	<ul style="list-style-type: none"><li>Safe and healthy work environment</li><li>Contract terms and conditions</li><li>Business opportunities</li><li>Financial and operating performance</li><li>Responsible business practices</li><li>Innovation</li><li>Operating efficiencies</li><li>Strong partnerships</li></ul>	<p>Contract negotiations, Supplier Code of Conduct, policies and standards, participation in contractor safety programs and continuous improvement initiatives, global and regional supplier summit conferences, local content partnerships, social responsibility partnerships, meetings and personal communications</p> <p>For more information, visit <a href="#">Supply Chain Stewardship</a> and <a href="#">Local Employment and Business Opportunities</a>.</p>
Business partners – Barrick, Buena Ventura, Staatsolie Maatschappij Suriname N.V (Suriname’s state-owned oil company), and the International Finance Corporation (IFC)	<ul style="list-style-type: none"><li>Financial and operating performance</li><li>Reserves and resources</li><li>Safety, health, environmental and social performance</li><li>Government regulations and permitting</li><li>Mergers, acquisitions and divestments</li></ul>	<p>Terms of agreements, annual and quarterly reports, regulatory filings, regular meetings and communications via telephone, email, website and mailings</p> <p>Please visit our <a href="#">2016 10-K report</a> for more information about our business partners.</p>
Governments and regulatory bodies	<ul style="list-style-type: none"><li>Taxes and royalties</li></ul>	<p>Regulatory filings, responses to requests for information, participation in events and forums, collaboration on government/industry campaigns and programs, tours of</p>



	<ul style="list-style-type: none"> <li>Jobs</li> <li>Infrastructure</li> <li>Contribution to national and local socio-economic development priorities</li> <li>Environmental stewardship</li> <li>Regulatory and legal compliance</li> <li>Compliance with mining license</li> <li>Government regulations and permitting</li> </ul>	<p>operations and site visits, meetings and personal communications</p> <p>For more information, visit <b>Ethical Conduct</b> and <b>Value Sharing</b>.</p>
Shareholders, investors and analysts	<ul style="list-style-type: none"> <li>Financial and operating performance</li> <li>Share price performance</li> <li>Dividend payments</li> <li>Balance sheet strength</li> <li>Reserves and resources</li> <li>Safety, health, environmental and social performance</li> <li>Reputation and ethics</li> <li>Government regulations and permitting</li> <li>Mergers, acquisitions and divestments</li> </ul>	<p>Annual and quarterly reports, regulatory filings, investor conferences, annual general meeting, investor road shows, mine site tours, analyst days, regular meetings and communications via telephone, email, website and mailings</p> <p>For more information, visit our <b>investor relations site</b> on our website.</p>
Host communities	<ul style="list-style-type: none"> <li>Safe and healthy operations</li> <li>Jobs and local business opportunities</li> <li>Community investment</li> <li>Environmental stewardship including access to clean water</li> <li>Access to education and skills development</li> <li>Infrastructure</li> <li>Transparency in distribution of direct and indirect contributions</li> <li>Indigenous peoples’ rights</li> <li>Community wellbeing</li> <li>Reputation and ethics</li> </ul>	<p>Participation in social and environmental assessments, socio-economic programs, foundations and funds, complaints and grievances mechanisms, forums, conferences, site visits, surveys, community development committees and boards, meetings and personal communications</p> <p>For more information, visit <b>Community Relationships</b>.</p>
Non-governmental organizations (NGO), multinational organizations and civil society	<ul style="list-style-type: none"> <li>Transparency and accountability</li> <li>Governance</li> <li>Social performance</li> <li>Human rights and free, prior and informed consent for indigenous peoples</li> <li>Environmental stewardship</li> <li>Mutual value creation</li> </ul>	<p>Social/community/other assessments, participation in multi-stakeholder initiatives, strategic partnerships, forums, conferences, participation in thought-leadership panels and advisory councils, questionnaires, meetings and personal communications</p> <p>Examples of this engagement are discussed in <b>Human Rights, Value Sharing</b> and <b>Biodiversity</b>.</p>
Media	<ul style="list-style-type: none"> <li>Financial and operating performance</li> <li>Health and safety performance</li> <li>Community and social performance</li> <li>Environmental stewardship</li> <li>Government regulations and permitting</li> <li>Mergers, acquisitions and divestments</li> </ul>	<p>Press releases, interviews, regulatory filings, presentations, publications, mine site visits, meetings, communications via phone and email, company website and social media channels</p> <p>Please visit the <b>newsroom</b> on our website for more information.</p>
Peers and industry associations	<ul style="list-style-type: none"> <li>Safe and healthy operations</li> <li>Responsible business practices</li> <li>Environmental stewardship</li> </ul>	<p>Active participation as members and on boards or other leadership assignments, conferences, engagement through business bodies and <b>industry-wide initiatives</b>, meetings and personal communications</p>

- Collaborating with peers via industry organizations and other business, political and academic leaders via global forums on sustainability issues and policy positions
- General knowledge sharing on lessons learned and best practices



# VOLUNTARY COMMITMENTS

Newmont participates in a number of relevant global, national and regional organizations and initiatives to inform our sustainability programs and improve our performance. Some of the more notable ones are as follows:

## Industry Initiatives

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

As an ICMM founding member, we commit to the CEO-led organization's 10 Principles for Sustainable Development, its supporting position statements, and transparent and accountable reporting practices. ICMM's 10 principles have been benchmarked against leading international standards including the Rio Declaration, the UN Global Compact, OECD Guidelines on Multinational Enterprises, World Bank Operational Guidelines, OECD Convention on Combating Bribery, ILO Conventions 98, 169, 176, and the Voluntary Principles on Security and Human Rights.



### Voluntary Principles on Security and Human Rights (VPSHR)

This global initiative, established in 2000, seeks to protect human rights through leading safety and security practices. Signatories include 10 governments – including Australia, Ghana and the United States – and nearly 40 industry and NGO participants. Newmont **annually reports** on our efforts to implement and promote the Voluntary Principles every year.



### Extractive Industries Transparency Initiative (EITI)

Newmont is actively involved in EITI's efforts to promote revenue transparency and accountability in the extractive industry, and we also support the initiative by reporting our tax and royalty payments annually.



### Partnering Against Corruption Initiative (PACI)

Newmont is a founding member of the World Economic Forum's PACI. We do not tolerate bribery or corruption, and we require training based on PACI principles for employees most likely to encounter bribery or corruption risks.



### 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.



### United Nations Global Compact (UNGC)

The United Nations Global Compact promotes responsible corporate citizenship and a collaborative approach to forging a more sustainable and inclusive global economy. This report serves as our advanced-level annual **Communication on Progress (COP)** toward implementing the 10 Global Compact Principles into our strategies and operations. We also participate in the United Nations Global Compact LEAD Program, which promotes adoption of the Blueprint for Corporate Sustainability Leadership.



### United Nations Guiding Principles on Business and Human Rights (the "Guiding Principles")

The Guiding Principles provide clarity on the first two principles of the UN Global Compact, which address businesses' responsibility to respect human rights. Unanimously endorsed by the UN Human Rights Council in 2011, the Guiding Principles are a global standard that defines the duties of states and the responsibilities of companies for preventing and addressing human rights impacts linked to business activities. Newmont **discloses our human rights performance** using the UN Guiding Principles Reporting Framework, the world's first comprehensive guidance for companies to report on how they respect human rights. Newmont was the first extractive company to adopt this framework.



### International Network for Acid Prevention (INAP)

Newmont is a member of INAP, which seeks to meet the need for an international body to bring together experience, transfer knowledge and conduct research on ways to address the challenge and reduce the liability associated with acid rock drainage (ARD).





## Cross-Sector Biodiversity Initiative (CSBI)

Newmont is a founding member of the CSBI, a partnership among the mining, oil and gas and banking sectors that provides a forum for cross-industry learning on biodiversity and ecosystem services best practices. In 2016, a Newmont representative served as the Chair of the CSBI.



## The CDP (formerly called the Carbon Disclosure Project)

The CDP is a non-profit that works with corporations and shareholders to disclose major corporations' environmental impacts, namely greenhouse gas (GHG) emissions and management of water resources. Newmont has participated in the CDP's annual questionnaire related to GHG emissions since 2007 and in its Global Water Report since 2012.



## World Economic Forum (WEF)

Newmont is an active member of the **WEF**, and in early 2017 became a signatory to the WEF's **Compact for Responsive and Responsible Leadership**, which commits businesses to creating a corporate governance framework focused on the long-term sustainability of corporations and the long-term goals of society.



## Global Sullivan Principles of Social Responsibility

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



# Standards Organizations

## International 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, commissioning independent audits, and **reporting on their performance**.



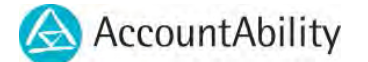
## International Organization for Standardization – ISO 14001 and 31000

ISO 14001 is a series of environmental standards that provide a framework for implementing effective controls and a systematic approach to setting and achieving improvement targets. We report on the status of our operations' ISO 14001 standards certification in the **Compliance** section of this report. Newmont's risk assessment framework is based on ISO 31000.



## AccountAbility's AA1000 Assurance Standard

This standard, which aims to improve how companies manage, report and continuously improve their sustainability performance, guides our global sustainability report's assurance process.



## Global Reporting Initiative (GRI)

Our 2016 global sustainability report was compiled in accordance with the GRI's G4 Core option guidelines and was independently assured.





# ABOUT THIS REPORT

## Scope

*Beyond the Mine* is an annual report that focuses on Newmont's current operating sites. Data presented covers our performance for the 2016 calendar year, which corresponds to our fiscal year. Where noted, references may be made to historical results. We have published our global sustainability reports on an annual basis since 2003. The latest was published in April 2016.

All financial figures are quoted in United States dollars unless otherwise noted. Some figures and percentages may not add up to total or 100 percent due to rounding. References to "Newmont," "the Company," "we" and "our" refer to Newmont Mining Corporation and/or our affiliates, joint ventures and subsidiaries.

## Boundaries

We prepared our 2016 global sustainability report in accordance with the Global Reporting Initiative (GRI) G4 Core option guidelines, including the Mining and Metals Sector Supplement. Bureau Veritas North America Inc. assured this report, and Ernst & Young LLP audited the financial data reported in Newmont's **2016 10-K report**.

Unless noted otherwise, this report covers sustainability matters related to the following significant locations of operation:

- The Ahafo and Akyem mines in Ghana;
- The Boddington, Kalgoorlie Consolidated Gold Mines (KCGM) and Tanami operations in Australia;
- The Carlin, Phoenix and Twin Creeks operating complexes in Nevada;
- The Cripple Creek & Victor mine in Colorado; and
- The Yanacocha operation in Peru.

In general, this report does not include data for assets divested or acquired during the year, non-managed joint ventures, exploration activities, projects and closed sites. However, references to these sites and locations are included in the report when they are material and provide context.

This year's report also includes a number of updates on the performance of our Merian mine in Suriname and Long Canyon operation in Nevada. However, because both mines entered commercial production in late 2016, we will begin reporting full data for the operations in our 2017 report. In addition, some data from the Batu Hijau operation, which was divested on November 2, 2016, may be included in certain metrics. These instances are noted in footnotes and/or disclosures.

Our **Yanacocha** operation and our **Australia** region publish annual sustainability reports in line with the GRI guidelines. Our Australia region's report supports our membership in, and signatory commitment to, the Minerals Council of Australia.

## Restatements

Ongoing improvements to our data collection systems, processes and quality can result in restatements of previously reported data. Such restatements have been provided in the body of this report and are noted as such in the footnotes or corresponding disclosures.

## Significant Changes in Reporting Parameters

There were no significant changes in the scope or aspect boundaries in 2016. However, we updated calculations for some metrics – such as water, energy and greenhouse gas intensity – to better align with other external reporting methods and requirements. Changes to this effect are noted in the corresponding disclosures.

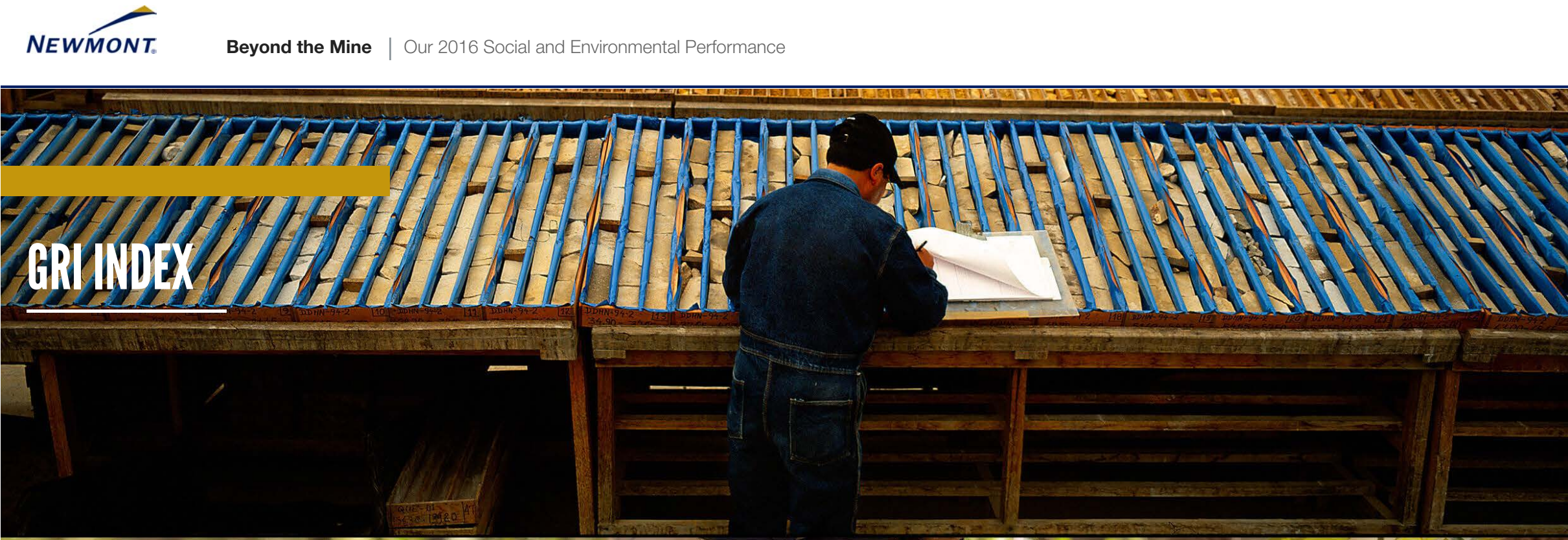
## Additional Information

More information about Newmont is available on our **website**. For details on our financial performance and governance structure, please refer to our **2016 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 **feedback@newmont.com**. For a full list of contacts at Newmont, please visit **Contact Us** on our website.





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 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 member of ICMM and in accordance with our commitments under the Voluntary Principles on Security and Human Rights (VPSHR), the United Nations Global Compact (UNGC) and the Global Sullivan Principles.

We developed this report in accordance with the GRI G4 Core option guidelines, which focus on the key risks and opportunities significant to our business and stakeholders. This report also includes indicators from the GRI Mining and Metals Sector disclosures.

We engaged Bureau Veritas North America Inc. to independently assure our report for inclusivity, completeness, responsiveness and accuracy on material and significant sustainability matters.

## General Standard Disclosures

### Strategy and Analysis

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance
G4-1	Statement from the most senior decision-maker of the organization	Overview – Chief Executive’s Message  Overview – Message from the Safety and Sustainability Committee Chair		2		Yes
G4-2	Description of key impacts, risks, and opportunities	Overview – Our Approach to Sustainability  Ethics and Governance – Leadership  Ethics and Governance – Risk Management – Approach  Ethics and Governance – Risk Management – 2016 Performance  Ethics and Governance – Supply Chain Stewardship – Approach  Ethics and Governance – Supply Chain Stewardship – 2016 Performance  Ethics and Governance – Human Rights – Approach  Our People – Safety – Approach  Economic and Social Performance – Value Sharing – Approach  Economic and Social Performance – Local Employment and Business Opportunities – Approach  Economic and Social Performance – Local Employment and Business Opportunities – 2016 Performance  Economic and Social Performance – Community Investments – Approach  Economic and Social Performance – Indigenous Peoples – Approach  Environmental Stewardship – Water – Approach  Environmental Stewardship – Water – Future Focus		2,4		Yes



Environmental Stewardship – Energy and Climate Change – Approach

Environmental Stewardship – Biodiversity – Approach

Environmental Stewardship – Cyanide Management – Approach

Environmental Stewardship – Closure and Reclamation – Approach

Organizational Profile

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance
G4-3	Name of the organization	Overview – Our Business				Yes
G4-4	Primary brands, products, and services	Overview – Our Business				Yes
G4-5	Location of the organization’s headquarters	Overview – Our Business				Yes
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	Overview – Our Business				Yes
G4-7	Nature of ownership and legal form	Overview – Our Business				Yes
G4-8	Markets served	Overview – Our Business				Yes
G4-9	Scale of the organization	Overview – Our Business  Economic and Social Performance – Value Sharing – 2016 Performance  Data Appendix – Our People  2016 10-K report  Proxy Statement				Yes
G4-10	Employee/workforce details	Our People – Our Workplace – 2016 Performance  Economic and Social Performance – Local Employment and Business Opportunities – 2016 Performance  Data Appendix – Our People	6			Yes
G4-11	Percentage of total employees covered by collective bargaining agreements	Data Appendix – Our People	1,3	3	3	Yes
G4-12	Describe the organization’s supply chain	Ethics and Governance – Supply Chain Stewardship – Approach				Yes
G4-13	Significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain	Overview – Our Business  Overview – Our Business – Significant Changes  Ethics and Governance – Supply Chain Stewardship – 2016 Performance				Yes
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	Newmont submits to the United Nations Global Compact (UNGC) an annual Communication on Progress, affirming our commitment to operate according to the UNGC’s 10 universal principles, including Principle No. 7, which states, “Businesses should support a precautionary approach to environmental challenges.”  The precautionary approach – which is the process for investigating, addressing and mitigating how our actions may threaten the environment – is embedded in our risk management process as well as our purpose, vision and values.  More information on our risk management approach is found in Overview – Our Approach to Sustainability - Sustainability Strategy and Ethics and Governance – Risk Management - Approach sections of this report and in our 2016 10-K report.	7	2,4		Yes
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	Overview – Voluntary Commitments  Ethics and Governance – Supply Chain Stewardship – Approach  Ethics and Governance – Human Rights – Case Study		10		Yes

		<a href="#">Ethics and Governance – Human Rights – Approach</a> <a href="#">Economic and Social Performance – Value Sharing – Case Study</a> <a href="#">Economic and Social Performance – Value Sharing – Approach</a> <a href="#">Economic and Social Performance – Resettlement and Land Use – Approach</a>	
G4-16	Memberships of associations and national or international advocacy organizations	<a href="#">Overview – Voluntary Commitments</a> <a href="#">Ethics and Governance – Human Rights – Case Study</a> <a href="#">Ethics and Governance – Human Rights – Approach</a> <a href="#">Economic and Social Performance – Resettlement and Land Use – Approach</a> <a href="#">Environmental Stewardship – Biodiversity – Approach</a>	Yes

### Identified Material Aspects and Boundaries

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance
G4-17	Entities included in the organization’s consolidated financial statements	<a href="#">Overview – About This Report – Boundaries</a>				Yes
G4-18	Process for defining report content	<a href="#">Overview – Our Approach to Sustainability – Our Priorities</a>				Yes
G4-19	Priorities identified	<a href="#">Overview – Our Approach to Sustainability – Our Priorities</a>				Yes
G4-20	Boundaries – Internal	<a href="#">See GRI Index – Specific Standard Disclosures</a>				Yes
G4-21	Boundaries – External	<a href="#">See GRI Index – Specific Standard Disclosures</a>				Yes
G4-22	Effect of any restatement of information in previous reports	<a href="#">Overview – About This Report – Restatements</a>				Yes
G4-23	Significant changes from previous reporting in scope of priorities	<a href="#">Overview – About This Report – Significant Changes in Reporting Parameters</a>				Yes

### Stakeholder Engagement

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance
G4-24	List of stakeholder groups	<a href="#">Overview – Stakeholder Engagement</a>		10		Yes
G4-25	Basis for identifying and selecting stakeholders	<a href="#">Overview – Stakeholder Engagement</a>		10		Yes
G4-26	Approach to stakeholder engagement	<a href="#">Overview – Our Approach to Sustainability – Our Priorities</a> <a href="#">Overview – Stakeholder Engagement</a> <a href="#">Ethics and Governance – Leadership – Board of Directors</a> <a href="#">Ethics and Governance – Human Rights – Approach</a> <a href="#">Economic and Social Performance – Community Relationships – Case Study</a> <a href="#">Economic and Social Performance – Community Relationships – Approach</a> <a href="#">Economic and Social Performance – Indigenous Peoples – Case Study</a> <a href="#">Economic and Social Performance – Indigenous Peoples – Approach</a> <a href="#">Economic and Social Performance – Indigenous Peoples – 2016 Performance</a> <a href="#">Economic and Socoal Performance – Resettlement and Land Use – Approach</a>		10		Yes
G4-27	Topics raised through stakeholder engagement and response	<a href="#">Overview – Stakeholder Engagement</a> <a href="#">Ethics and Governance – Leadership – Board of Directors</a> <a href="#">Economic and Social Performance – Community Relationships – Approach</a> <a href="#">Economic and Social Performance – Indigenous Peoples – Case Study</a> <a href="#">Economic and Social Performance – Indigenous Peoples – Approach</a>		10		Yes



Report Profile

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance
G4-28	Reporting period	Overview – About This Report – Scope		10		Yes
G4-29	Date of most recent report	Overview – About This Report – Scope				Yes
G4-30	Reporting cycle	Overview – About This Report – Scope		10		Yes
G4-31	Contact	Overview – About This Report – Contact Information		10		Yes
G4-32	In accordance option	2016 Performance – GRI Index				Yes
G4-33	External assurance policy	2016 Performance – Report Assurance				Yes

Governance

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance
G4-34	Governance structure	Ethics and Governance – Leadership – Board of Directors Ethics and Governance – Leadership – Executive Leaders		1,2		Yes
G4-35	Process for delegating authority for economic, social and environmental topics	Ethics and Governance – Leadership – Executive Leaders		1,2	7	Yes
G4-36	Executive level positions responsible for economic, social and environmental topics	Ethics and Governance – Leadership – Executive Leaders		1,2		Yes
G4-37	Process for consultation between stakeholders and highest governance body on economic, social and environmental topics	Ethics and Governance – Leadership – Board of Directors Proxy Statement		1,2,10		Yes
G4-38	Composition of the highest governance body	Ethics and Governance – Leadership – Board of Directors Proxy Statement		1,2		Yes
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	Ethics and Governance – Leadership – Board of Directors Proxy Statement		1,2		Yes
G4-40	Nomination and selection process for the highest governance body and its committees	Ethics and Governance – Leadership – Board of Directors Proxy Statement Corporate Governance and Nominating Committee Charter		1,2		Yes
G4-41	Process for the highest governance body to ensure conflicts of interest are avoided and managed	Ethics and Governance – Leadership – Board of Directors Ethics and Governance – Ethical Conduct – Approach Proxy Statement		1,2		Yes
G4-42	Highest governance body's and senior executives' roles in the development, approval and updating of the organization's purpose, value or mission statements, strategies, policies, and goals	Ethics and Governance – Leadership – Board of Directors		1,2		Yes
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, social and environmental topics	Ethics and Governance – Leadership – Case Study Ethics and Governance – Leadership – Board of Directors		1,2		Yes
G4-44	Process for evaluation of the highest governance body's performance	Ethics and Governance – Leadership – Board of Directors Ethics and Governance – Leadership – Executive Leaders		1,2		Yes
G4-45	Highest governance body's role in the identification of economic, social and environmental impacts, risks and opportunities	Ethics and Governance – Leadership – Board of Directors Ethics and Governance – Leadership – Executive Leaders		1,2		Yes
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management	Ethics and Governance – Leadership – Board of Directors		1,2,4		Yes

	process for environmental, social and economic topics				
G4-47	Frequency of the highest governance body’s review of economic, environmental and social impacts, risks, and opportunities	Ethics and Governance – Leadership – Board of Directors		1,2,4	Yes
G4-48	Highest committee or position that formally reviews and approves the organization’s sustainability report	Ethics and Governance – Leadership – Board of Directors		1,2	Yes
G4-49	Process for communicating critical concerns to the highest governance body	Ethics and Governance – Leadership – Executive Leaders Proxy Statement		1,2,10	Yes
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanisms used to address and resolve them	We do not publicly disclose this information due to the confidential and sensitive nature of these concerns. In addition to a stakeholder feedback mechanism that all of our operations and significant projects have implemented, our proxy includes information on how to contact members of the Board of Directors. The Safety and Sustainability Committee of our Board of Directors reviews feedback on a quarterly basis. Feedback is rated on a scale of seriousness and critical concerns are flagged.	10	1,2,10	Yes
G4-51	Remuneration policies for the highest governance body and senior executives	Ethics and Governance – Leadership – Executive Leaders Proxy Statement		1,2	Yes
G4-52	Process for determining remuneration	Ethics and Governance – Leadership – Executive Leaders Proxy Statement		1,2	Yes
G4-53	How stakeholder views are incorporated in remuneration	Ethics and Governance – Leadership – Executive Leaders Proxy Statement		10	Yes
G4-54	Ratio of the annual total compensation for the organization’s highest paid individual in each country of significant operation to the median annual total compensation for all employees	While we are not prepared to report against G4-54 this year, we are working to report against this disclosure in the future in alignment with a standardized framework.	6		Yes
G4-55	Ratio of percentage increase in annual total compensation for the organizations’s highest paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees	While we are not prepared to report against G4-55 this year, we are working to report against this disclosure in the future in alignment with a standardized framework.	6		Yes

### Ethics and Integrity

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance
G4-56	Organization’s values, principles, standards and norms of behavior	Overview – Our Business  Overview – Our Business – Strategy  Overview – Our Approach to Sustainability – Framework  Ethics and Governance – Ethical Conduct – Case Study  Ethics and Governance – Ethical Conduct – Approach  Ethics and Governance – Human Rights – Approach  Our People – Safety – Approach  Our People – Our Workplace – Approach  Our People – Workforce Rights – Approach	10	1,2		Yes
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity	Ethics and Governance – Ethical Conduct – Approach  Newmont Ethics Solutions Tool	10	1,2		Yes
G4-58	Procedures for reporting concerns about unethical or unlawful behavior	Ethics and Governance – Ethical Conduct – Approach  Newmont Ethics Solutions Tool	10	1,2		Yes



# Economic Performance

## Material Aspect: Economic Performance

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Overview – Our Business – Strategy Overview – Our Approach to Sustainability – Targets Ethics and Governance – Supply Chain Stewardship – Approach Ethics and Governance – Supply Chain Stewardship – 2016 Performance Ethics and Governance – Supply Chain Stewardship – Future Focus Our People – Our Workplace – Approach Our People – Our Workplace – 2016 Performance Our People – Our Workplace – Future Focus Economic and Social Performance – Value Sharing – Approach Economic and Social Performance – Value Sharing – Future Focus Environmental Stewardship – Energy and Climate Change – Approach Environmental Stewardship – Energy and Climate Change – 2016 Performance Environmental Stewardship – Energy and Climate Change – Future Focus Environmental Stewardship – Closure and Reclamation – Approach Environmental Stewardship – Closure and Reclamation – 2016 Performance				Yes	
G4-EC1	Direct economic value generated and distributed	Economic and Social Performance – Value Sharing – 2016 Performance Economic and Social Performance – Community Investments – 2016 Performance				Yes	
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	Environmental Stewardship – Energy and Climate Change – Approach	7	6		Yes	
G4-EC3	Coverage of the organization's defined benefit plan obligations	Our People – Our Workplace – Benefits by Major Operations 2016 10-K report				Yes	
G4-EC4	Financial assistance received from government	Economic and Social Performance – Value Sharing – 2016 Performance				Yes	

## Material Aspect: Market Presence

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 6
G4-DMA	Disclosure of management approach	Economic and Social Performance – Local Employment and Business Opportunities – Approach Economic and Social Performance – Local Employment and Business Opportunities – 2016 Performance Economic and Social Performance – Local Employment and Business Opportunities – Future Focus		9		Yes	
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	On average, we pay employees classified as hourly and non-exempt (in the U.S.) wages that are significantly higher than the minimum wage in their respective countries, particularly at our operations located in rural and developing economies.	6			Yes	

		Economic and Social Performance – Local Employment and Business Opportunities – 2016 Performance			
		Data Appendix – Our People			
G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	Our People – Our Workplace – 2016 Performance	6	9	Yes
		Economic and Social Performance – Local Employment and Business Opportunities – 2016 Performance			
		Data Appendix – Our People			

Material Aspect: Indirect Economic Impacts

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5
G4-DMA	Disclosure of management approach	Economic and Social Performance – Community Investments – Approach		9		Yes	
		Economic and Social Performance – Community Investments – 2016 Performance					
		Economic and Social Performance – Community Investments – Future Focus					
G4-EC7	Development and impact of infrastructure investments and services supported	Economic and Social Performance – Community Investments – 2016 Performance		9		Yes	
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Economic and Social Performance – Local Employment and Business Opportunities – 2016 Performance		9		Yes	
		Economic and Social Performance – Community Investments – 2016 Performance					

Material Aspect: Procurement Practices

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 5, 6
G4-DMA	Disclosure of management approach	Overview – Our Approach to Sustainability – Targets		9		Yes	
		Ethics and Governance – Ethical Conduct – Case Study					
		Ethics and Governance – Supply Chain Stewardship – Approach					
		Ethics and Governance – Supply Chain Stewardship – 2016 Performance					
		Ethics and Governance – Supply Chain Stewardship – Future Focus					
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Economic and Social Performance – Local Employment and Business Opportunities – 2016 Performance		9		Yes	



# Environmental Performance

## Material Aspect: Materials

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 5
G4-DMA	Disclosure of management approach	Environmental Stewardship – Emissions and Waste Management – Approach		6	5	Yes	
		Environmental Stewardship – Emissions and Waste Management – 2016 Performance					
		Environmental Stewardship – Emissions and Waste Management – Future Focus					
		Environmental Stewardship – Cyanide Management – Approach					
		Environmental Stewardship – Cyanide Management – 2016 Performance					
		Environmental Stewardship – Cyanide Management – Future Focus					
G4-EN1	Materials used by weight or volume	Environmental Stewardship – Cyanide Management – 2016 Performance	7,8	6	5	Yes	
		Data Appendix – Environmental – Materials Usage					
G4-EN2	Percentage of materials used that are recycled input materials	Environmental Stewardship – Emissions and Waste Management – 2016 Performance	7,8	6	5	Yes	
		Data Appendix – Environmental – Materials Usage					

## Material Aspect: Energy

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Environmental Stewardship – Energy and Climate Change – Approach		6	5	Yes	
		Environmental Stewardship – Energy and Climate Change – 2016 Performance					
		Environmental Stewardship – Energy and Climate Change – Future Focus					
G4-EN3	Energy consumption within the organization	Environmental Stewardship – Energy and Climate Change – 2016 Performance	7,8	6	5	Yes	
		Data Appendix – Environmental – Energy and Climate Change					
G4-EN4	Energy consumption outside of the organization	Environmental Stewardship – Energy and Climate Change – 2016 Performance	8	6	5	Yes	
		Data Appendix – Environmental – Energy and Climate Change					
G4-EN5	Energy intensity	Environmental Stewardship – Energy and Climate Change – 2016 Performance	8	6	5	Yes	
		Data Appendix – Environmental – Energy and Climate Change					
G4-EN6	Reduction of energy consumption	Environmental Stewardship – Energy and Climate Change – 2016 Performance	8,9	6	5	Yes	
G4-EN7	Reductions in energy requirements of products and services	Environmental Stewardship – Energy and Climate Change – 2016 Performance	8,9	6	5	Yes	

Material Aspect: Water

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Environmental Stewardship – Water – Approach Environmental Stewardship – Water – 2016 Performance Environmental Stewardship – Water – Future Focus		6	5	Yes	
G4-EN8	Total water withdrawal by source	Environmental Stewardship – Water – Approach Data Appendix – Environmental – Water	7,8	6	5	Yes	
G4-EN9	Water sources significantly affected by withdrawal of water	Environmental Stewardship – Water – 2016 Performance	8	6	5	Yes	
G4-EN10	Percentage and total volume of water recycled and reused	Environmental Stewardship – Water – 2016 Performance Data Appendix – Environmental – Water	8		5	Yes	

Material Aspect: Biodiversity

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Environmental Stewardship – Biodiversity – Case Study Environmental Stewardship – Biodiversity – Approach Environmental Stewardship – Biodiversity – 2016 Performance Environmental Stewardship – Biodiversity – Future Focus		6,7	5	Yes	
G4-EN11	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	Environmental Stewardship – Biodiversity – Approach	8	2,7	5	Yes	
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	Environmental Stewardship – Biodiversity – Approach Environmental Stewardship – Biodiversity – 2016 Performance	8	7	5	Yes	
G4-EN13	Habitats protected or restored	Environmental Stewardship – Biodiversity – 2016 Performance	8	6,7	5	Yes	
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Environmental Stewardship – Biodiversity – Approach Home -Environmental Stewardship – Biodiversity – 2016 Performance	8		5	Yes	
MM1	Amount of land disturbed or rehabilitated	Environmental Stewardship – Biodiversity – 2016 Performance Data Appendix – Environmental – Amount of Land Disturbed or Rehabilitated	8	2,6,7	5	Yes	
MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number and percentage of those sites with a plan in place	Environmental Stewardship – Biodiversity – 2016 Performance Data Appendix – Environmental – Biodiversity Impacts	7,8	2,6,7	5	Yes	

Material Aspect: Emissions

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Environmental Stewardship – Energy and Climate Change – Approach		6	5	Yes	



		Environmental Stewardship – Energy and Climate Change – 2016 Performance				
		Environmental Stewardship – Energy and Climate Change – Future Focus				
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	Environmental Stewardship – Energy and Climate Change – 2016 Performance	7,8	6		Yes
		Data Appendix – Environmental – Greenhouse Gas Emissions				
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental Stewardship – Energy and Climate Change – 2016 Performance	7,8			Yes
		Data Appendix – Environmental – Greenhouse Gas Emissions				
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Environmental Stewardship – Energy and Climate Change – 2016 Performance				Yes
G4-EN18	Greenhouse gas (GHG) emissions intensity	Environmental Stewardship – Energy and Climate Change – 2016 Performance	8		5	Yes
		Data Appendix – Environmental – Greenhouse Gas Emissions				
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Environmental Stewardship – Energy and Climate Change – 2016 Performance	7,8,9	6	5	Yes
G4-EN20	Emissions of ozone-depleting substances (ODS)	Newmont does not use any ozone-depleting substances (ODS), identified as such in the appendices of the Montreal Protocol, at any of our operations. All sites report the use of ODS refrigerant substitutes R-134a and R-410a for cooling system maintenance.	7,8	6	5	Yes
G4-EN21	NOx, SOx, and other significant air emissions	Environmental Stewardship – Emissions and Waste Management – 2016 Performance	7,8	6	5	Yes

Material Aspect: Effluents and Waste

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Environmental Stewardship – Emissions and Waste Management – Approach		6		Yes	
		Environmental Stewardship – Emissions and Waste Management – 2016 Performance					
		Environmental Stewardship – Emissions and Waste Management – Future Focus					
		Environmental Stewardship – Cyanide Management – Case Study					
		Environmental Stewardship – Cyanide Management – Approach					
		Environmental Stewardship – Cyanide Management – 2016 Performance					
G4-EN22	Total water discharge by quality and destination	Environmental Stewardship – Water – 2016 Performance	8	6		Yes	
		Environmental Stewardship – Water – Future Focus					
		Data Appendix – Environmental – Water					
G4-EN23	Total weight of waste by type and disposal method	Environmental Stewardship – Emissions and Waste Management – 2016 Performance	8	6		Yes	
		Data Appendix – Environmental – Waste Management					
G4-EN24	Total number and volume of significant spills	Environmental Stewardship – Emissions and Waste Management – 2016 Performance	8	6		Yes	
		Environmental Stewardship – Cyanide Management – 2016 Performance					
		Data Appendix – Environmental – Water					
		Ethics and Governance – Compliance – 2016 Performance					
MM3	Total amount of overburden, rock, tailings and sludges and their associated risks	Environmental Stewardship – Emissions and Waste Management – 2016 Performance		7		Yes	
		Data Appendix – Environmental – Waste Management					
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention (2) Annex I, II, III,	Environmental Stewardship – Emissions and Waste Management – 2016 Performance	8	6		Yes	
		Data Appendix – Environmental – Waste Management					

	and VIII, and percentage of transported waste shipped internationally	We do not import any hazardous wastes.			
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	No reported sites have discharges of water and/or runoff that have significantly affected water bodies or related habitat with protected or key biodiversity value.	8	6,7	Yes

Material Aspect: Compliance

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 7, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Case Study  Environmental Stewardship – Compliance – Approach  Environmental Stewardship – Compliance – 2016 Performance  Environmental Stewardship – Compliance – Future Focus		6	6	Yes	
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Environmental Stewardship – Compliance – 2016 Performance	8	6	6	Yes	

Material Aspect: Transport

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 5, 8
G4-DMA	Disclosure of management approach	Environmental Stewardship – Cyanide Management – Approach  Environmental Stewardship – Cyanide Management – 2016 Performance  Environmental Stewardship – Cyanide Management – Future Focus		6,9	6	Yes	
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	Environmental Stewardship – Cyanide Management – 2016 Performance	8	6	6	Yes	

Material Aspect: Supplier Environmental Assessment

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 5, 6, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Case Study  Ethics and Governance – Supply Chain Stewardship – Approach  Ethics and Governance – Supply Chain Stewardship – 2016 Performance  Ethics and Governance – Supply Chain Stewardship – Future Focus				Yes	
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Ethics and Governance – Supply Chain Stewardship – 2016 Performance				Yes	



Material Aspect: Environmental Grievance Mechanisms

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 5, 6, 7
G4-DMA	Disclosure of management approach	Ethics and Governance – Human Rights – Approach  Ethics and Governance – Human Rights – 2016 Performance		6,9	6	Yes	
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Economic and Social Performance – Community Relationships – 2016 Performance  We use 14 specific categories and one "Other" category for the types of complaints that are relevant to our stakeholders. Rather than a single, broad "Environment" category, we have Blast event, Vibration, Noise, Air, and Water categories, which we believe are more meaningful to understanding and addressing stakeholder concerns.	8	6	6	Yes	

Social Performance: Labor Practices and Decent Work

Material Aspect: Employment

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 3, 5, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Compliance  Our People – Our Workplace – Approach  Our People – Our Workplace – 2016 Performance  Our People – Our Workplace – Future Focus			3	Yes	
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Data Appendix – Our People – Workforce  Data Appendix – Our People – Turnover  Data Appendix – Our People – Hiring  Our People – Our Workplace – 2016 Performance	6			Yes	
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Our People – Our Workplace – Future Focus	6		3	Yes	

Material Aspect: Labor/Management Relations

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 3, 5, 8
G4-DMA	Disclosure of management approach	Our People – Our Workplace – Approach  Our People – Our Workplace – Future Focus  Our People – Workforce Rights – Approach  Our People – Workforce Rights – 2016 Performance  Our People – Workforce Rights – Future Focus			5	Yes	
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Our People – Workforce Rights – Approach	3	3	5	Yes	
MM4	Number of strikes and lockouts exceeding one week's duration, by country	Our People – Workforce Rights – 2016 Performance	3	3	2	Yes	

Material Aspect: Occupational Health and Safety

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 7, 8
G4-DMA	Disclosure of management approach	Our People – Safety – Case Study Our People – Safety – Approach Our People – Safety – 2016 Performance Our People – Safety – Future Focus Our People – Health – Approach Our People – Health – Future Focus		5	5	Yes	
G4-LA5	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	Our People – Safety – Approach Our People – Health – Approach While Newmont does not have formal joint management–worker committees related to safety, we believe our approach to creating a culture of zero harm in the workplace addresses this disclosure.		5	5	Yes	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Our People – Safety – 2016 Performance Our People – Health – 2016 Performance	1	5	5	Yes	
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Our People – Health – 2016 Performance	1	5	5	Yes	
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Our People – Safety – Approach	3	5	5	Yes	

Material Aspect: Training and Education

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 3, 5, 8
G4-DMA	Disclosure of management approach	Our People – Our Workplace – Approach Our People – Our Workplace – 2016 Performance Our People – Our Workplace – Future Focus			2	Yes	
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Our People – Our Workplace – 2016 Performance Data Appendix – Our People – Training	6	5		Yes	
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Our People – Our Workplace – 2016 Performance Our People – Our Workplace – Future Focus	6	3	2	Yes	
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Our People – Our Workplace – 2016 Performance	6	3		Yes	

Material Aspect: Diversity and Equal Opportunity

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 3, 5, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Leadership – Board of Directors Ethics and Governance – Leadership – Executive Leaders Our People – Our Workplace – Approach Our People – Our Workplace – 2016 Performance Our People – Our Workplace – Future Focus				Yes	



G4-LA12	Composition of governance bodies and breakdown of employees per employee category	Ethics and Governance – Leadership – Board of Directors Our People – Our Workplace – 2016 Performance Data Appendix – Our People – Employee by type, region, gender and category	6			Yes	
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Material Aspect: Equal Remuneration for Women and Men

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 3, 5, 8
G4-DMA	Disclosure of management approach	Our People – Our Workplace – Approach Our People – Our Workplace – 2016 Performance Our People – Our Workplace – Future Focus		3		Yes	
G4-LA13	Ratio of basic salary and remuneration of women to men	Our People – Our Workplace – 2016 Performance Data Appendix – Our People – Salary Ratios	1,6			Yes	

Material Aspect: Supplier Assessment for Labor Practices

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 5, 6, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Case Study Ethics and Governance – Supply Chain Stewardship – Approach Ethics and Governance – Supply Chain Stewardship – 2016 Performance Ethics and Governance – Supply Chain Stewardship – Future Focus				Yes	
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	Ethics and Governance – Supply Chain Stewardship – 2016 Performance				Yes	

Material Aspect: Labor Practices Grievance Mechanisms

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 5, 6
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Approach Ethics and Governance – Human Rights – Approach Economic and Social Performance – Community Relationships – Approach Economic and Social Performance – Community Relationships – 2016 Performance Economic and Social Performance – Community Relationships – Future Focus Economic and Social Performance – Resettlement and Land Use – Approach Environmental Stewardship – Closure and Reclamation – Approach Environmental Stewardship – Closure and Reclamation – 2016 Performance Environmental Stewardship – Closure and Reclamation – Future Focus		9	6	Yes	
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	Our People – Workforce Rights – 2016 Performance Economic and Social Performance – Community Relationships – 2016 Performance Ethics and Governance – Ethical Conduct – 2016 Performance	6	3	6	Yes	

Ethics and Governance – Human Rights – 2016 Performance

We use 14 specific categories and one "Other" category for the types of complaints that are relevant to our stakeholders. Rather than a single, broad "Labor" category, we have Compensation, Workforce Behavior and Employment categories, which we believe are more meaningful in understanding and addressing stakeholder concerns.

## Social Performance: Human Rights

### Material Aspect: Investment

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							3, 4, 5, 6, 7
G4-DMA	Disclosure of management approach	Ethics and Governance – Human Rights – Approach  Ethics and Governance – Human Rights – 2016 Performance  Ethics and Governance – Human Rights – Future Focus		3	1	Yes	
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	We define “significant investment agreements” as those agreements with governments that enable the development of a mine or advance exploration activities within the country. In 2016, Newmont did not enter into any significant investment agreements.	1,2,3,4,5,6	2	1	Yes	
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations	Ethics and Governance – Human Rights – 2016 Performance	1,2,3,4,5,6	3	1	Yes	

### Material Aspect: Non-Discrimination

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 6
G4-DMA	Disclosure of management approach	Our People – Workforce Rights – Approach		3	1,2	Yes	
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Ethics and Governance – Human Rights – 2016 Performance	1,2	3	1,2	Yes	

### Material Aspect: Freedom of Association and Collective Bargaining

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 6
G4-DMA	Disclosure of management approach	Our People – Workforce Rights – Approach		3	3	Yes	
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Ethics and Governance – Human Rights – 2016 Performance  None of our operations reported violations of – or have been identified as a significant risk of violating – the right to exercise freedom of association and collective bargaining.	1,2,3	3	3	Yes	



Material Aspect: Child Labor

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6
G4-DMA	Disclosure of management approach	Our People – Workforce Rights – Approach				Yes	
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	We do not consider this a material aspect as none of our operations reported incidents – or have been identified as a significant risk of having incidents – of child labor. We do not engage in, or condone, any form of child labor at any of our sites.	1,2	3		Yes	

Material Aspect: Forced or Compulsory Labor

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 6
G4-DMA	Disclosure of management approach	Our People – Workforce Rights – Approach				Yes	
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	We do not consider this a material aspect as none of our operations reported incidents – or have been identified as a significant risk of having incidents – of forced or compulsory labor. We do not engage in, or condone, any form of forced or compulsory labor at any of our sites.	1,2	3		Yes	

Material Aspect: Security Practices

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6
G4-DMA	Disclosure of management approach	Ethics and Governance – Human Rights – Approach  Ethics and Governance – Human Rights – 2016 Performance  Ethics and Governance – Human Rights – Future Focus				Yes	
G4-HR7	Percentage of security personnel trained in the organization’s human rights policies or procedures that are relevant to operations	Ethics and Governance – Human Rights – 2016 Performance	1,2	3		Yes	

Material Aspect: Indigenous Rights

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 6
G4-DMA	Disclosure of management approach	Economic and Social Performance – Indigenous Peoples – Approach  Economic and Social Performance – Indigenous Peoples – Case Study  Economic and Social Performance – Indigenous Peoples – 2016 Performance  Economic and Social Performance – Indigenous Peoples – Future Focus			6	Yes	
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	Ethics and Governance – Human Rights – 2016 Performance	1,2	3	6	Yes	
MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and	Economic and Social Performance – Indigenous Peoples – 2016 Performance	1,2	3,10	6	Yes	

percentage of operations or sites where there are formal agreements with indigenous peoples' communities
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Material Aspect: Assessment

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 6
G4-DMA	Disclosure of management approach	Ethics and Governance – Human Rights – Approach Ethics and Governance – Human Rights – 2016 Performance Ethics and Governance – Human Rights – Future Focus				Yes	
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	Ethics and Governance – Human Rights – 2016 Performance Ethics and Governance – Human Rights – Future Focus	1,2	3		Yes	

Material Aspect: Supplier Human Rights Assessment

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 6
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Case Study Ethics and Governance – Supply Chain Stewardship – Approach Ethics and Governance – Supply Chain Stewardship – 2016 Performance Ethics and Governance – Supply Chain Stewardship – Future Focus Ethics and Governance – Human Rights – Future Focus				Yes	
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Ethics and Governance – Supply Chain Stewardship – 2016 Performance				Yes	

Material Aspect: Human Rights Grievance Mechanisms

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 4, 5, 6, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Human Rights – Approach Ethics and Governance – Human Rights – 2016 Performance Ethics and Governance – Human Rights – Future Focus Economic and Social Performance – Community Relationships – Approach Economic and Social Performance – Community Relationships – 2016 Performance Economic and Social Performance – Community Relationships – Future Focus			6	Yes	
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Ethics and Governance – Human Rights – 2016 Performance Our People – Workforce Rights – 2016 Performance Economic and Social Performance – Community Relationships – 2016 Performance	1,2	3,9	6	Yes	



# Social Performance: Society

## Material Aspect: Local Communities

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Overview – Our Approach to Sustainability – Targets  Economic and Social Performance – Community Relationships – Approach  Economic and Social Performance – Community Relationships – Future Focus  Economic and Social Performance – Indigenous Peoples – Approach  Economic and Social Performance – Indigenous Peoples – 2016 Performance  Economic and Social Performance – Indigenous Peoples – Future Focus		3,9	1,7	Yes	
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Economic and Social Performance – Community Relationships – 2016 Performance	1	9	1,7	Yes	
G4-SO2	Operations with significant actual or potential negative impacts on local communities	Economic and Social Performance – Community Relationships – 2016 Performance	1		1,7	Yes	
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples	Economic and Social Performance – Community Relationships – 2016 Performance  Economic and Social Performance – Indigenous Peoples – 2016 Performance  Economic and Social Performance – Indigenous Peoples – Future Focus	1	10		Yes	
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	Ethics and Governance – Human Rights – 2016 Performance  Economic and Social Performance – Community Relationships – 2016 Performance	1	9,10		Yes	

## Material Aspect: Artisanal and Small-Scale Mining

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6, 8
G4-DMA	Disclosure of management approach	Economic and Social Performance – Resettlement and Land Use – Approach  Economic and Social Performance – Resettlement and Land Use – 2016 Performance  Economic and Social Performance – Resettlement and Land Use – Future Focus				Yes	
MM8	Number and percentage of company operating sites where artisanal and small-scale mining (ASM) takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks	Economic and Social Performance – Resettlement and Land Use – Approach	7			Yes	

Material Aspect: Resettlement

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							3, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Economic and Social Performance – Resettlement and Land Use – Case Study  Economic and Social Performance – Resettlement and Land Use – Approach			6	Yes	
MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	Economic and Social Performance – Resettlement and Land Use – 2016 Performance	1	3,10	6	Yes	

Material Aspect: Closure Planning

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 5, 6, 8
G4-DMA	Disclosure of management approach	Environmental Stewardship – Closure and Reclamation – Approach  Environmental Stewardship – Closure and Reclamation – 2016 Performance				Yes	
MM10	Number and percentage of operations with closure plans	Environmental Stewardship – Closure and Reclamation – Approach  Environmental Stewardship – Closure and Reclamation – 2016 Performance  Data Appendix – Environmental – Closure and Reclamation	7	6,9		Yes	

Material Aspect: Anti-Corruption

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 6
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Approach  Ethics and Governance – Ethical Conduct – 2016 Performance  Ethics and Governance – Ethical Conduct – Future Focus		1	6	Yes	
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Ethics and Governance – Ethical Conduct – 2016 Performance	10	1	6	Yes	
G4-SO4	Communication and training on anti-corruption policies and procedures	Ethics and Governance – Ethical Conduct – 2016 Performance	10	1,2	6	Yes	

Material Aspect: Public Policy

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 3, 4, 5, 6, 7, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Approach				Yes	
G4-SO6	Total value of political contributions by country and recipient/beneficiary	Ethics and Governance – Ethical Conduct – 2016 Performance	10	1		Yes	



Material Aspect: Compliance

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1, 2, 3, 4, 5, 7
G4-DMA	Disclosure of management approach	Ethics and Governance – Ethical Conduct – Approach  Ethics and Governance – Ethical Conduct – 2016 Performance  Ethics and Governance – Risk Management – Case Study  Ethics and Governance – Human Rights – 2016 Performance			7	Yes	
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Environmental Stewardship – Compliance – 2016 Performance	10	4	7	Yes	

Material Aspect: Supplier Assessment for Impacts on Society

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 6
G4-DMA	Disclosure of management approach	Ethics and Governance – Supply Chain Stewardship – Approach  Ethics and Governance – Supply Chain Stewardship – 2016 Performance				Yes	
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Ethics and Governance – Supply Chain Stewardship – 2016 Performance				Yes	

Material Aspect: Grievance Mechanisms for Impacts on Society

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							1,2,5,6
G4-DMA	Disclosure of management approach	Economic and Social Performance – Community Relationships – Approach  Economic and Social Performance – Community Relationships – 2016 Performance  Economic and Social Performance – Community Relationships – Future Focus		9	6	Yes	
G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	Economic and Social Performance – Community Relationships – 2016 Performance  We use 14 specific categories and one "Other" category for the types of complaints that are relevant to our stakeholders. Rather than a single, broad "Society" category, we have Noise, Community Investment and Cultural/Heritage Sites categories, which we believe are more meaningful to understanding and addressing stakeholder concerns.		10	6	Yes	

# Social Performance: Product Responsibility

## Material Aspect: Materials Stewardship

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 5, 7, 8
G4-DMA	Disclosure of management approach	Ethics and Governance – Supply Chain Stewardship – Approach  Ethics and Governance – Supply Chain Stewardship – 2016 Performance  Ethics and Governance – Supply Chain Stewardship – Future Focus	8,9	2,8		Yes	

## Material Aspect: Customer Health and Safety

General Standard Disclosures	Standard Disclosure Title	Location/Description	UN Global Compact Principles Reference	ICMM Principles Reference	Global Sullivan Principles	External Assurance	Impact Boundary
							2, 3, 5, 7, 8

## Impact Boundary Legend

1) Employees
2) Suppliers/contractors
3) Governments and regulatory bodies
4) Shareholders, investors and analysts
5) Host communities
6) Non-governmental organizations (NGO), multinational organizations and civil society
7) Media
8) Peers and industry associations

# UN GUIDING PRINCIPLES REPORTING FRAMEWORK



Newmont was the first mining company to adopt the United Nations Guiding Principles on Business and Human Rights Reporting Framework. The Reporting Framework guides companies on how to report their human rights performance in a meaningful way. Along with publishing policy commitments, companies must identify their most salient human rights issues and the initiatives and programs in place to manage these risks and safeguard human rights. We are working with the five other companies that are early adopters of the Reporting Framework to share lessons learned from the reporting experience and to encourage more companies to participate in the future.

## A. Governance of respect for human rights

Section of the framework		Where addressed (page, document, link)
Policy Commitment		
A1	What does company say publicly about its commitment?	<a href="#">Guide to Respecting Human Rights</a> <a href="#">Human Rights – Approach</a> <a href="#">Human Rights Standard</a> <a href="#">Sustainability &amp; Stakeholder Engagement Policy</a>
A1.1	How was it developed?	<a href="#">Guide to Respecting Human Rights</a> <a href="#">Human Rights – Approach</a>
A1.2	Whose human rights does the public commitment address?	<a href="#">Guide to Respecting Human Rights</a> <a href="#">Human Rights – Approach</a>
A1.3	How is the public commitment disseminated?	<a href="#">Newmont website</a> <a href="#">Beyond the Mine</a>
Embedding Respect		
A2	How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	<a href="#">Newmont website</a> <a href="#">UN Guiding Principles Reporting Framework – Early Adopter</a>
A2.1	How is day-to-day responsibility for human rights performance organized within the company and why?	<a href="#">Human Rights – Approach</a>
A2.2	What kinds of human rights issues are discussed by senior management and the Board, and why?	<a href="#">Human Rights – Approach</a>
A2.3	How are employees and contractor workers made aware of the ways in which respect for human rights should inform their decisions and actions?	<a href="#">Code of Conduct</a> <a href="#">Human Rights – 2016 Performance</a> <a href="#">Supply Chain Stewardship – Approach</a>
A2.4	How does the company make clear in its business relationships the importance it places on respect for human rights?	<a href="#">Supply Chain Stewardship – Approach</a> <a href="#">Supplier Code of Conduct</a>
A2.5	What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	<i>To be addressed in future reports</i>



B. Defining the focus of reporting

Section of the framework		Where addressed (page, document, link)
B1	Statement of salient issues: State the salient human rights issues associated with the company's activities and business relationships during the reporting period.	Human Rights - Approach
B2	Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders.	Guide to Respecting Human Rights
B3	Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	N/A
B4	Additional severe impacts: Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	N/A

C. Management of salient issues

Section of the framework		Where addressed (page, document, link)
Specific Policies		
C1	Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	Our Approach to Sustainability – Framework Guide to Respecting Human Rights
C1.1	How does the company make clear the relevance and significance of such policies to those who need to implement them?	Ethical Conduct – Approach
Stakeholder Engagement		
C2	What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	Guide to Respecting Human Rights
C2.1	How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	Guide to Respecting Human Rights
C2.2	During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Guide to Respecting Human Rights
C2.3	During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	Water – Approach <i>To be addressed further in future reports</i>
Assessing Impacts		
C3	How does the company identify any changes in the nature of each the salient human rights issue over time?	Human Rights – Approach Guide to Respecting Human Rights
C3.1	During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	Health – 2016 Performance Safety – 2016 Performance Resettlement and Land Use – 2016 Performance Human Rights – 2016 Performance Indigenous Peoples – 2016 Performance Water – 2016 Performance
C3.2	During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	N/A
Integrating Findings and Taking Action		
C4	How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	Risk Management – Approach Human Rights – Approach
C4.1	How are those parts of the company, whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	Guide to Respecting Human Rights Human Rights – Approach
C4.2	When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	Guide to Respecting Human Rights
C4.3	During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	Safety – 2016 Performance Resettlement and Land Use – 2016 Performance Human Rights – 2016 Performance Indigenous Peoples – 2016 Performance Water – 2016 Performance Health – Approach Safety – Approach Resettlement and Land Use - Approach Human Rights – Approach

		<a href="#">Indigenous Peoples – Approach</a> <a href="#">Water – 2016 Approach</a> <a href="#">Guide to Respecting Human Rights</a>
<b>Tracking Performance</b>		
C5	How does the company know if its efforts to address each salient human rights issue are effective in practice?	<a href="#">Safety – 2016 Performance</a> <a href="#">Resettlement and Land Use – 2016 Performance</a> <a href="#">Human Rights – 2016 Performance</a> <a href="#">Indigenous Peoples – 2016 Performance</a> <a href="#">Water – 2016 Performance</a>
C5.1	What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	<a href="#">Safety – 2016 Performance</a> <a href="#">Resettlement and Land Use – 2016 Performance</a> <a href="#">Human Rights – 2016 Performance</a> <a href="#">Indigenous Peoples – 2016 Performance</a> <a href="#">Water – 2016 Performance</a>
<b>Remediation</b>		
C6	How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?	<a href="#">Community Relationships – Approach</a> <a href="#">Ethics Solutions Tool</a>
C6.1	Through what means can the company receive complaints or concerns related to each salient issue?	<a href="#">Guide to Respecting Human Rights</a> <a href="#">Community Relationships – Approach</a> <a href="#">Ethics Solutions Tool</a>
C6.2	How does the company know if people feel able and empowered to raise complaints or concerns?	<a href="#">Guide to Respecting Human Rights</a> <a href="#">Community Relationships – Approach</a>
C6.3	How does the company process complaints and assess the effectiveness of outcomes?	<a href="#">Guide to Respecting Human Rights</a> <a href="#">Community Relationships – Approach</a>
C6.4	During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	<a href="#">Community Relationships – 2016 Performance</a> <i>To be addressed further in future reports</i>
C6.5	During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical and significant examples?	<a href="#">Resettlement and Land Use – Case study</a> <a href="#">Water – Case study</a>

# REPORT ASSURANCE



Bureau Veritas North America Inc. undertook the assurance for our 2016 report. The scope for the report's assurance includes **AccountAbility's AA1000 Assurance Standard**, the **Global Reporting Initiative's (GRI) G4 "in accordance" Core option** and the International Council on Mining and Metals (ICMM) Assurance Procedure, the latter of which 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 GRI's G4 Core option.

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





## Ethics and Governance

Leadership

Ethical Conduct

Risk Management

Supply Chain Stewardship

Human Rights

Compliance

Case Studies 

Strong governance, ethical and responsible behavior by our workers and suppliers, respect for human rights, and compliance with all laws, rules and regulations are essential to secure our license to operate, protect our reputation and create mutual value for all stakeholders.





Strong governance is the foundation for fulfilling our purpose to create value and improve lives through sustainable and responsible mining. Delivering on our sustainability commitments requires a sound framework with effective internal controls, policies and systems, as well as compensation practices that clearly link executive pay to performance metrics that matter to our stakeholders.

## Board of Directors

The mission of Newmont's Board of Directors (the "Board") is to oversee the Company's efforts to create enduring value for shareholders, employees and other stakeholders. The Board also plays a critical role in assessing major risks; ensuring high standards of ethical business conduct and compliance with applicable laws and regulations; and advising and approving the sustainability and overall business strategies.

We believe an inclusive and diverse Board that represents a broad range of backgrounds and experiences benefits the Company in many ways including enhanced governance and greater efficiencies. Three board members – including Board Chair Noreen Doyle – are women, and among the seven members who are men, one is Australian, one is Cuban and one is Ghanaian. All members of our Board have extensive experience working with international corporations and organizations.

Detailed information on Newmont's Board including experience, qualification criteria and commitment to inclusion and diversity is available in our [2017 Proxy Statement](#).

Four Board committees provide oversight and guidance in key areas – **Audit, Leadership Development and Compensation, Corporate Governance and Nominating** and **Safety and Sustainability** – and each has a written charter defining members' roles and responsibilities.

The Safety and Sustainability Committee has primary responsibility for considering strategic sustainability matters, and reviews and approves Newmont's annual sustainability report. Joseph Carrabba serves as the committee's Chair, and members include Gregory Boyce and Jane Nelson, the latter of whom has a long and distinguished career advocating for sustainable business practices and is the Founding Director of the Corporate Social Responsibility Initiative at Harvard Kennedy School.

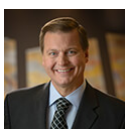
In 2016, Committee members met five times to **consider a number of matters** related to promoting a healthy and safe work environment and environmentally sound and socially responsible resource development. Each quarterly meeting also included an in-depth review on one of our four regions.

While Newmont's President and Chief Executive Officer visits each region at least once during the year, Board members also participate in site visits to observe and assess implementation of our policies and standards on the ground. As part of the Board planning cycle, one full Board site visit is scheduled each year, and in 2016 the Board visited our newly acquired Cripple Creek & Victor mine in Colorado. Directors may also request individual or smaller group visits to any operation or project. For example, during 2016, members of the Board visited the Merian mine to celebrate the mine's commercial production milestone.

More information about our Board committees, including functions and meeting frequency, is available in our [2017 Proxy Statement](#).

## Executive Leaders

The primary responsibility for the day-to-day management of the Company and delivering on our strategy rests with Newmont's Chief Executive Officer and his executive leadership team (ELT). The ELT has business – as well as personal – objectives aligned with each pillar of the **business strategy**, including sustainability and external relations. Key roles are as follows:



### Gary Goldberg

President and  
Chief Executive Officer

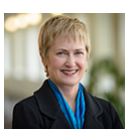
Holds ultimate responsibility for Newmont's social, economic and environmental performance, and chairs quarterly health, safety and sustainability updates from global and regional team leaders.



### Nancy Buese

Executive Vice President and  
Chief Financial Officer

Oversees the efforts to drive long-term financial performance and effective risk management.



### Dr. Elaine Dorward-King

Executive Vice President,  
Sustainability and External Relations

Has primary responsibility for the Company's sustainability strategy, including overseeing the sustainability and external relations (S&ER) team members who implement the technical and strategic environmental, geopolitical, social and human rights programs.



### Randy Engel

Executive Vice President,  
Strategic Development

Is responsible for Newmont's strategy and business plan and optimizing the Company's portfolio through mergers, acquisitions and divestment opportunities.





**Stephen Gottesfeld**  
Executive Vice President  
and General Counsel

Is responsible for Newmont's compliance with applicable laws and regulations, corporate governance, and ethics and compliance program.



**William MacGowan**  
Executive Vice President,  
Human Resources

Leads Newmont's human resources function and drives efforts to attract, develop and retain talent, strengthen global inclusion and diversity, and ensure workforce rights.



**Scott Lawson**  
Executive Vice President, Technical Services,  
and Chief Technology Officer

Oversees Newmont's global supply chain as well as the functions responsible for delivering technology and innovation outcomes that drive sustainable competitive advantage and performance.



**Tom Palmer**  
Executive Vice President  
and Chief Operating Officer

Along with the Senior Vice Presidents of Projects and Exploration, the Vice President of Health, Safety and Security, and the Regional Senior Vice Presidents, is charged with delivering leading health, safety, social, environmental and operational performance.

The ELT provides leadership, establishes priorities and delegates matters relating to sustainability to teams and individuals. The S&ER group plays a central role in developing and implementing management frameworks, supporting implementation of strategies and standards, and tracking and reporting on our performance on environmental and social matters. Other executives across functional areas also have responsibility for sustainability-related issues. For example, **general managers at each operation** are accountable for implementing policies and standards on the ground, and groups within the Company – including health and safety, security, human resources, supply chain and risk management – directly manage sustainability matters.

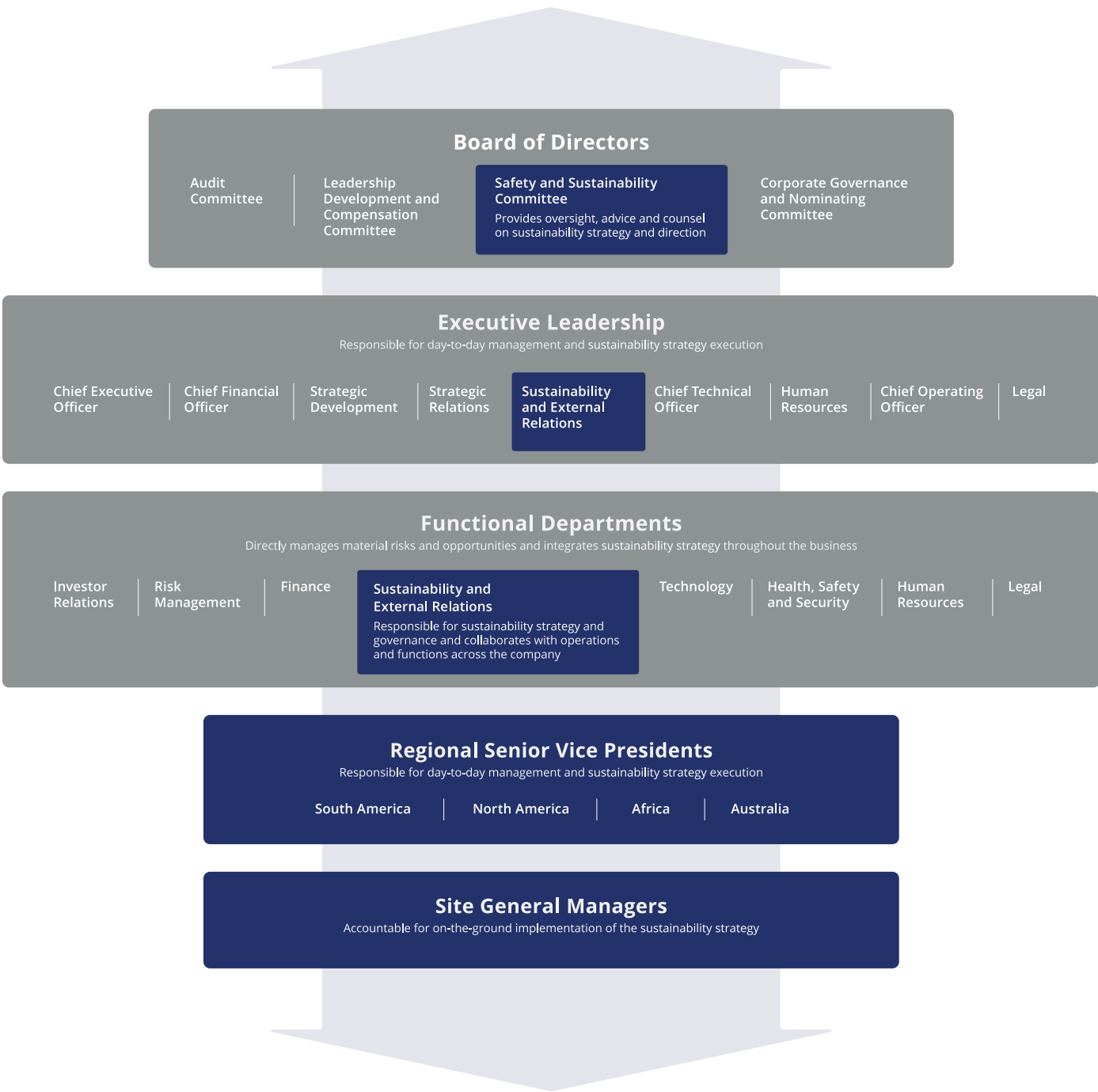
Executives are held accountable through Newmont's performance-based compensation structure, which is designed to promote sustained performance and mitigate excessive risk taking. To encourage sustained performance aligned with stockholder interests, stock-based long-term performance incentives represent the largest component of executive pay.

Our Corporate Performance Bonus program for executives, as well as for our regional and site operational leaders, includes annual targets that are designed to advance our strategic objectives. The health and safety targets – to lower accident rates and implement critical controls for top fatality and health risks – and the sustainability targets – related to metrics for water, closure and reclamation, complaints and grievances, as well as performance on the Dow Jones Sustainability Index – account for 25 percent of the total bonus target.

In 2016, the Company's **above-target performance** against the health, safety and sustainability metrics increased the overall weighting of these targets to around 30 percent of the total Corporate Performance Bonus payout.

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 and the process for communicating with the Board is reported in our **2017 Proxy Statement**.

Sustainability governance at Newmont



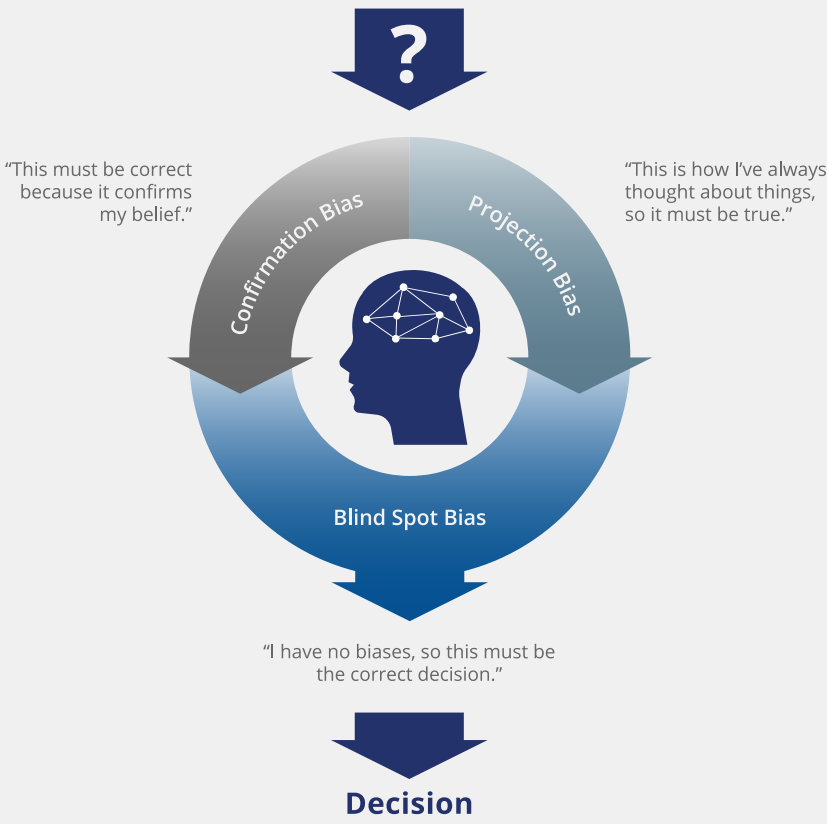




Leadership – Case Study

Battling the Influence of Unconscious Biases

As humans, we harbor hundreds of biases that influence our decisions in ways we don't even realize. Called unconscious, or cognitive, biases, these create shortcuts for our brain that help us filter information, act fast and recall details. But they can also lead to irrational decisions and undesirable outcomes. Examples include the confirmation bias, where we tend to favor information that confirms our existing beliefs, and the projection bias that assumes other people think like us. And failing to recognize your biases – called the blind spot effect – is a bias in itself.

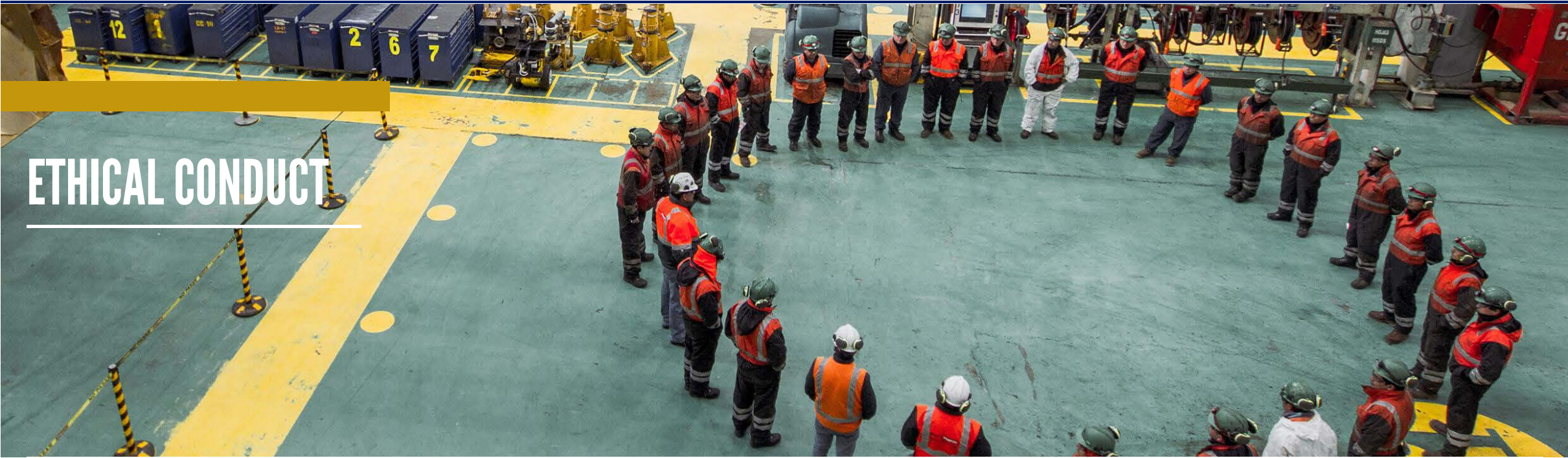


Because those in executive roles must often quickly evaluate options on important business decisions, in 2016 our executive leadership team participated in a workshop to understand their existing unconscious biases, the role those biases play in decision making, and how to minimize and eliminate the impact of conscious and unconscious bias in the workplace. One particular area of focus is the impact biases have on people decisions, such as hiring, career development, succession planning and even employee complaints.

Just before the workshop, participants were asked to take Harvard University's online **Implicit Association Test**. The test experience was then used as a foundation for discussion during the workshop. The session included activities to illuminate the sources of unconscious bias, and participants used journals to capture personal lessons and "ah-hah!" moments.

"Unconscious bias training helps leaders understand and acknowledge the underlying preconceptions that impact their decision making and, more importantly, develop a more inclusive perspective going forward," said Newmont President and Chief Executive Officer Gary Goldberg. "The business case for inclusion and diversity is clear – companies that create a culture where everyone can contribute have been shown to deliver better business results, demonstrate stronger teamwork, and out-compete in recruiting top talent."

At the end of the session, participants provided feedback and discussed opportunities to expand the experience to more employees in the future and integrate learnings into business practices.



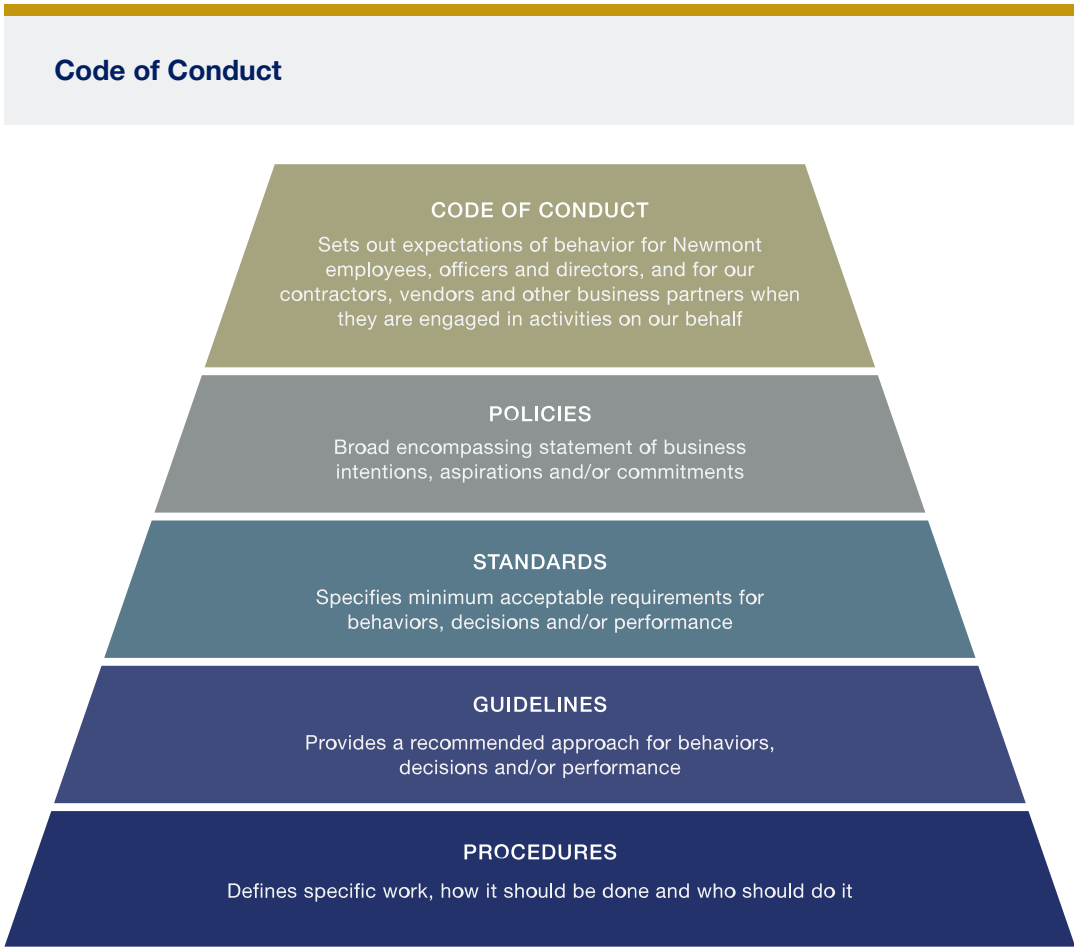
## Approach

Demonstrating ethical behavior and complying with all laws, rules and regulations are essential to earning the trust of our stakeholders and creating and sustaining value. Strong governance, in combination with everyone who works on our behalf speaking up and taking accountability for their behavior, is crucial for preventing corruption, conflict, penalties, fines and reputational damage.

Integrity – behaving ethically and respecting each other and the customs, cultures and laws wherever we operate – and responsibility – delivering on our commitments, demonstrating leadership, speaking up and challenging the status quo – are two of our core values.

Our **Code of Conduct** (the “Code”) states our commitment to high ethical standards, corporate responsibility and integrity. Our Board of Directors updates, reviews and ratifies the Code and re-evaluates it at least every three years.

For all employees, officers and Directors, partners, vendors and contractors, our Code defines applicable standards of behavior and details our expectations that they act ethically and adhere to the social, environmental and economic principles of sustainable development.



Six global policies state our intentions, aspirations and commitments across key aspects of our business.

- **Health and Safety**
- **Operations and Resource Development**
- **Asset Value Protection**
- **Business Integrity**
- **People**
- **Sustainability and Stakeholder Engagement**

These policies are supported by standards, guidelines and procedures, which define minimum requirements, recommended approaches and how work should be done and who should do it. Our Code and policies are published on our **website**.

Our **Business Integrity Policy** requires all those 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 various relevant legal requirements. Supporting this policy are a number of standards including our Conflicts of Interest Standard, Gifts and Entertainment Standard, and our Anti-Corruption Standard, which addresses ethical conduct requirements and **Partnering Against Corruption Initiative (PACI)** principles not otherwise covered in our Code or other policies or standards.

When we receive information or credible allegations regarding unlawful conduct, our policy is to conduct a thorough investigation, take remedial steps if warranted and, when appropriate, communicate with authorities about the investigation and findings.

Our internal audit function conducts annual fraud risk assessments, which include assessing risks of commercial and government corruption throughout our operations. Along with regular in-person training sessions customized to the particular region, site or function, we also conduct annual online training that targets a larger percentage of employees.

While anyone can file an ethics report using our anonymous online **Ethics Solutions Tool**, we actively encourage employees to speak up and report any incidents where a possible Code of Conduct violation has occurred. We also input into the Tool cases that may have originated through other channels, such as human resources or security, if they have a component related to the Code. Cases are rated red, yellow or green, depending on the type of allegation and the roles of those implicated. Reports on cases are provided regularly to the Executive Vice President and General Counsel and quarterly to the Board of Directors’ Audit Committee.

We engage with governments and other stakeholders on a variety of issues, including worker health and safety, environmental protection, trade, economic development, infrastructure, transparency, rule of law, and other areas of public policy that are important for our operations. This engagement is in strict accordance with all applicable laws, the **Extractive Industries Transparency Initiative (EITI)**, and Newmont’s Code of Conduct, Business Integrity Policy and standards on ethical conduct, referred to above.

Our **Political Contributions Standard** details the rules and processes for making political contributions or otherwise engaging in the legislative or political process. This standard states our commitment to report our political contributions to our Board of Directors on a semi-annual basis and annually on our **website**. We do not make political contributions outside the United States.



# 2016 Performance

Our internal audit group updated the fraud risk assessments for each of our four operating regions, and identified the following risks related to corruption as significant or greater in terms of impact, with a probability of "likely" or greater:

- Employee receives payments (kickbacks or bribes) from a vendor in order to make or influence a decision in the vendor's favor; and
- Misappropriation of social responsibility funds used for community relations/compensation (e.g., foundations, land access, crop compensation, traditional authorities).

In April 2016, we publicly disclosed our investigation into certain business activities associated with the requirements of the U.S. Foreign Corrupt Practices Act and other applicable laws and regulations. As part of the investigation, we entered into agreements with the U.S. Securities and Exchange Committee and the U.S. Department of Justice tolling the statute of limitations related to the investigation, which means that the running of the statute of limitations is effectively paused for the period covered by the tolling agreements. As of December 31, 2016, the investigation was ongoing. Disclosures and updates on this matter are available on our [SEC filings site](#) on [newmont.com](#).

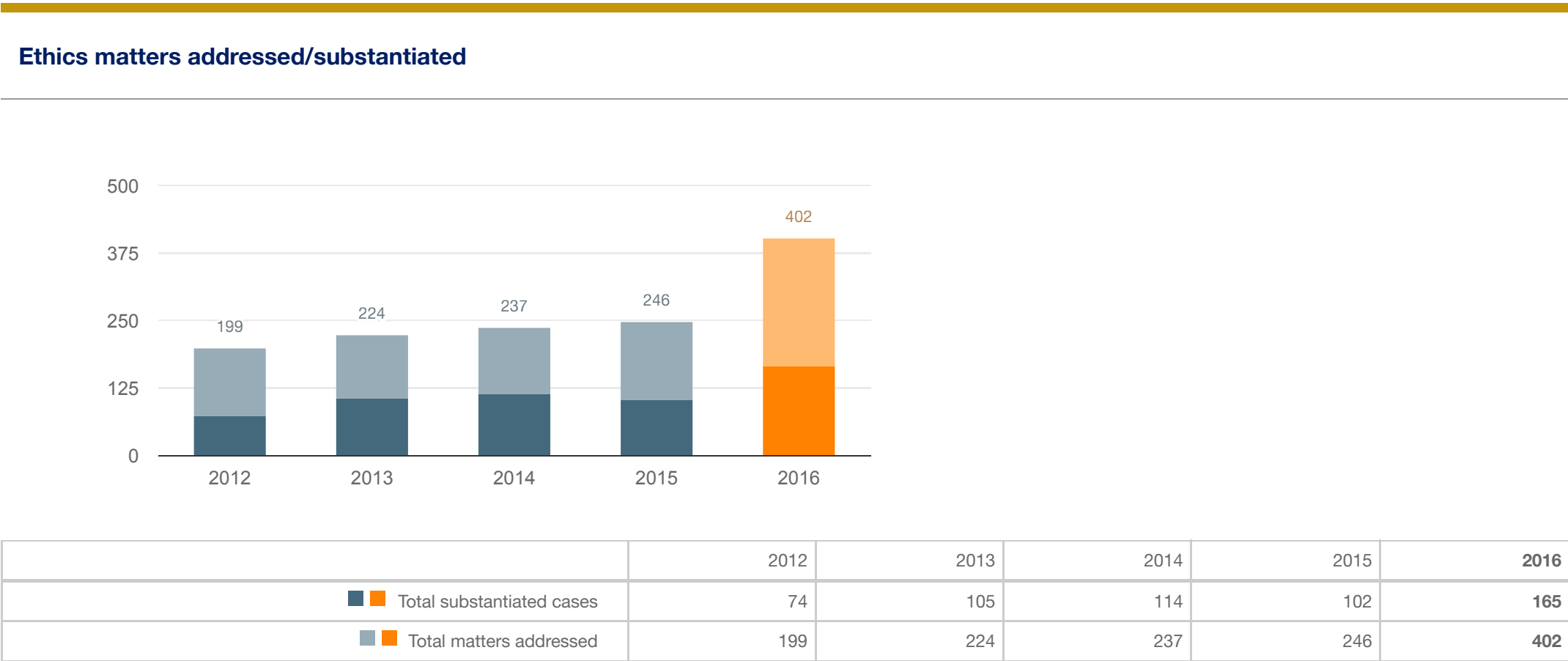
To prevent future issues and mitigate these and other risks associated with potential unethical conduct, the Company has implemented a number of improvements and control measures in 2016 including:

- Hired experienced and qualified **site-based ethics and compliance managers** in every region considered to be a higher risk of corruption;
- Conducted anti-corruption training in Peru, Ghana, Indonesia and Suriname during the year, as well as numerous in-person training sessions with various teams, including our Board of Directors, and at corporate events, including our annual global leadership team meeting where ethics and compliance was a significant discussion topic;
- Expanded our 2016 annual ethics training program to all employees with a work-issued email and computer, growing the percentage of employees required to undergo training from around 22 percent in 2015 to 39 percent in 2016. This year's training focused on preventing corruption. Of the employee population eligible for training, participation remained steady compared to the previous year, with 99 percent of managers at operating sites completing the training;
- Initiated a third-party assessment of our global ethics program to evaluate the effectiveness of our Code, policies, standards and Ethics Solutions Tool, and identify gaps and other opportunities for improvement; and
- Implemented a **Supplier Code of Conduct**, which commits our suppliers to ethical, safe, and socially and environmentally responsible conduct and to managing their own supply chain accordingly.

Including issues raised at our Batu Hijau operation in Indonesia prior to its divestiture in November, a total of 357 new issues were raised through the **Ethics Solutions Tool** throughout 2016, and 65 cases were open at the beginning of the year. By year end, 402 of those matters were closed and 20 remained open. Of the cases closed in 2016, 59 percent (237) were not substantiated. Of the 41 percent (165) that were substantiated, 24 percent (40) resulted in a recommended change of business process, and 76 percent (125) resulted in human resource or management actions. These actions ranged from counseling to termination of the employees involved, including the termination of individuals from the senior management category. Beginning in 2016, Code violations were formally factored into performance review considerations of those disciplined. Cases were closed on average in 54 days.

Of the substantiated cases investigated by our ethics group, the vast majority (63 percent) arose from allegations of misconduct or inappropriate behavior that often involve issues between employees and their managers, followed next by allegations related to commercial issues, including conflicts of interest, misuse of company assets or services, and improper supplier or contractor activity. More than 40 individuals are no longer employed by the Company as the result of matters that were closed in our Ethics Solutions Tool in 2016.

Newmont's U.S. political contributions totaled \$182,500 in 2016, a significant increase from 2015 reflecting the fact that 2016 was a presidential election year.



## Future Focus

To further integrate integrity into the business, in 2017 we plan to take the findings from the assessment of our global ethics program and associated elements and develop action plans that address gaps and opportunities for improvement. Another key program for 2017 is continuing the work that site-based ethics managers are doing with the supply chain group related to the management of commercial and government corruption risk throughout the lifecycle of our supplier relationships.





### Ethical Conduct – Case Study

## Promoting an Ethical Culture

As Newmont is a multinational business, fraud and corruption present significant risks to our reputation, license to operate and ability to grow.

To address these risks, we have strengthened our global ethics program to better maintain our commitment to integrity and our principles of governance. Over the past year, we expanded our team to include dedicated ethics and compliance managers in those countries where we operate that are at a higher risk of corruption, namely Ghana, Peru and Suriname, as well as Indonesia prior to the divestiture in late 2016 of the Batu Hijau mine.

These experts work with regional and site-based ethics advocates – who are employees in other full-time roles that support the function – to encourage ethical behavior and prevent potential misconduct before it occurs. Among other responsibilities, each manager will:

- Promote individual accountability for and compliance with Newmont’s Code of Conduct, values, policies, standards and other regional and/or site requirements. This includes understanding each culture and how to best encourage the use of our online, anonymous Ethics Solution Tool whenever there is a question or concern;
- Work closely with our supply chain group to support their efforts in identifying and managing potential corruption risks posed by third-party vendors, contractors, consultants and business partners throughout the lifecycle of the supplier relationship;
- Support government relations, community relations and security teams by evaluating payments, donations or gifts to government, police, military, traditional authorities or community groups or individuals;
- Provide in-person training to site personnel, contractors, vendors, community members and government officials on ethics and compliance issues, and assist with delivery of Newmont’s online training program and other ethics and compliance program materials; and
- Assist with ethics and compliance investigations at site, as appropriate, and report on issues to regional and corporate offices, including promptly escalating issues when necessary.

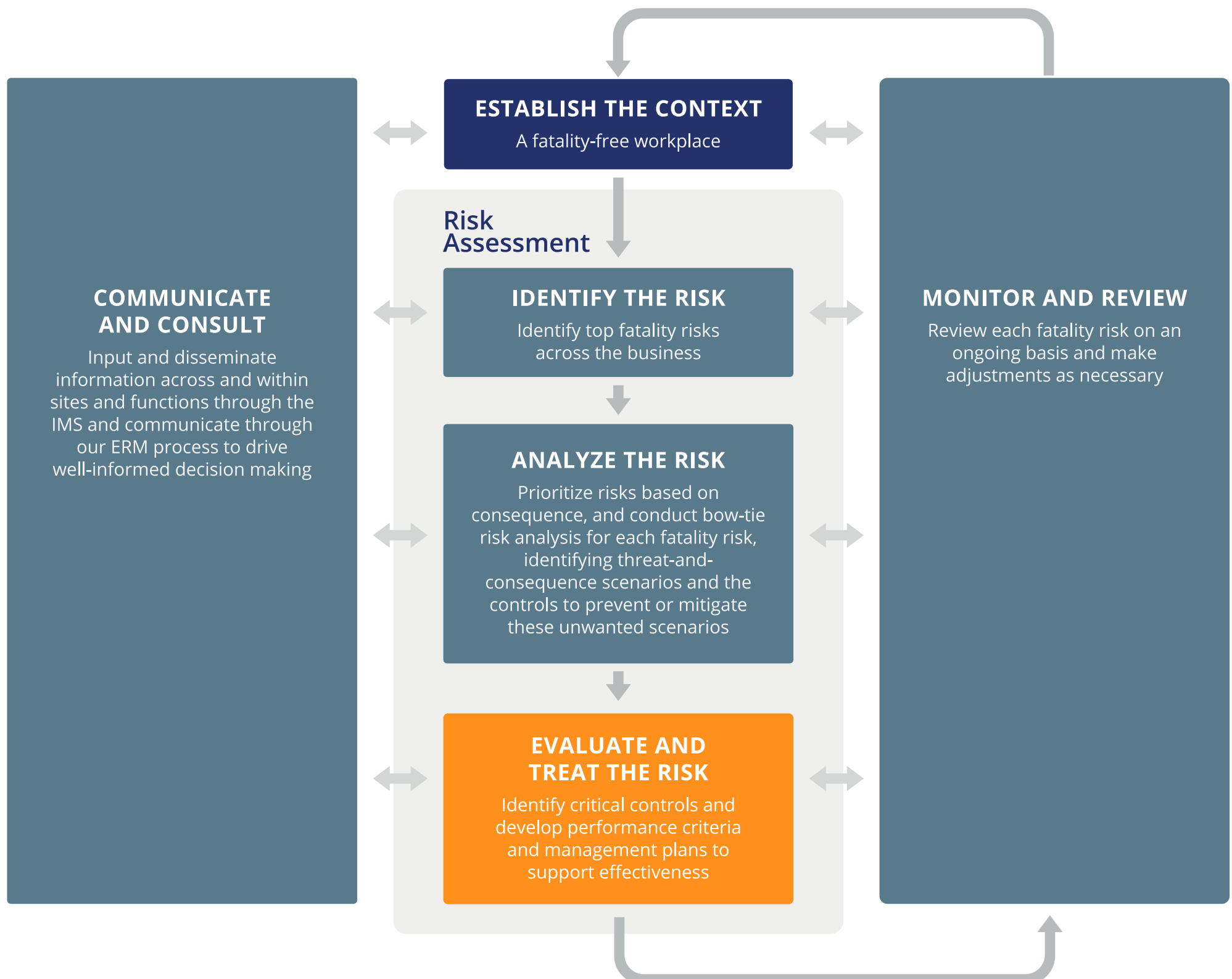
# RISK MANAGEMENT

## Approach

As a global mining company, we have a risk profile that is inherently broad and evolving. A number of political, social, environmental, safety, operational and financial risks have the potential to impact our reputation and license to operate. In order to become the world's leading gold mining company and to deliver on our commitments, we must effectively identify and manage our material risks and capitalize on opportunities that deliver shared value to all our stakeholders.

Our global Risk Management Standard requires all operating regions and functions during every phase of the mine lifecycle to manage our material – including catastrophic – risks using a common risk assessment framework based on the International Standard for Risk Management (ISO 31000). Below demonstrates how this six-step framework helps create informed decisions on risk treatment options that directly impact the bottom line, using our Fatality Risk Management approach as an example.

### Risk management framework



Our top risks are categorized as either tactical (anticipated risk horizon of one to three years) or strategic (anticipated risk horizon of three-plus years), with risk ownership assigned to the appropriate region and/or function within the Company.

One of the many risk management tools we use is our country risk program, which identifies countries that are important to our business and ranks them based on their economic, political, social, environmental, infrastructure and security risks. Country strategies provide a baseline from which to track and manage the identified risks.

Our Integrated Management System (IMS), which we are in the process of fully implementing, improves our risk management approach by integrating common core processes from our health, safety, security, environment and community relations systems into a common framework. Among IMS's benefits are the use of one global tool for capturing, tracking and reporting risk information and the ability to employ a risk- and performance-based approach for our audit program.

Our Enterprise Risk Management (ERM) process provides Newmont's executive leadership team (ELT) and Board of Directors updates on the top risks facing the Company, as well details of the risk assessments and corresponding management plans.

When a crisis or emergency response to an event or issue is required, Newmont's Rapid Response system ensures quick activation of the plans, people and resources required to respond and engage with all relevant stakeholders. The system virtually connects teams located around the world and provides a single source of information to support an effective and coordinated response at the local, regional and global levels. Every team must conduct annual training, as well as drills and simulations, to ensure a state of readiness in the event of a major incident.

## 2016 Performance

In 2016, work continued across a number of fronts to enhance our ability to effectively manage the risks in our business. Among the highlights of these efforts:

- We launched the first phase of our Integrated Management System (IMS), which focused on implementing key standards and operating procedures related to risk, event reporting, assessments (including interactions, inspections and audits) and corrective actions; developing a single global risk register; and selecting a global certification provider.
- To better understand our exposure to the significant risks present in our business, we conducted comprehensive global risk assessments related to **fatalities, cyanide management, suppliers** and **security teams** and participated in the International Council on Mining and Metals' (ICMM) **global review of tailings storage facilities**. Findings from the reviews were used to develop action plans, strengthen controls and improve standards and procedures. We also reviewed risks associated with changes and additions to regulations impacting our business activities.
- Our cross-functional global cyber security committee continued work to advance our ability to identify, prevent, detect, respond and recover from cyber security threats and protect the confidentiality, integrity and availability of our digital assets company-wide. We implemented cyber security governance, awareness and training, engineering, and vulnerability management programs.

More detailed information about risks considered most material to our business is included throughout this report. In addition, a list of our significant risk factors can be found in our **2016 10-K report**, beginning on page 12.

## Future Focus

We will continue work to develop stronger core competencies in risk analysis and further embed effective risk management and analysis into the way we do business. Areas of focus for 2017 include:

- Continue to mitigate and manage cyber security risks through:
  - Conducting a global risk assessment to better understand the risks present in our computer-based mining systems and to ensure efforts are aligned with our overall strategic business objectives;
  - Advancing our ability to prevent and quickly detect and respond to threats as well as, when needed, effectively and efficiently restoring digital assets with minimal operational impact; and
  - Enhancing training programs that educate and raise awareness on risk mitigation techniques.
- Complete the Integrated Management System (IMS) phase two implementation, which is focused on implementing standards and operating procedures related to legal, documents and records management, monitoring and measurement, management of change, operational control, and leadership and management review. We also plan to transition other core functions – such as supply chain – onto the IMS platform.
- Begin implementation of the IMS's third and final phases, which focus on standards, addressing planning, objectives and targets, supplier management, training and awareness, communication, emergency preparedness and crisis management, and achieving global ISO umbrella certification in 2018, which should result in cost savings and a reduction in the number of audits.





## Risk Management – Case Study

# Reducing Risks at Newly Acquired Operation

In mid-2015, Newmont closed the acquisition of Cripple Creek & Victor (CC&V), a profitable gold mine in Colorado that began surface mining operations four decades ago. Prior to the close of the acquisition, we analyzed risks as part of our merger and acquisition process. However, it wasn't until the transaction closed that we were able to apply a more detailed risk review.

In the year and a half since CC&V has operated under Newmont's standards and practices, production has reached record highs and safety incidents are at record lows. Among the significant risks that have been addressed at CC&V:

- *Ore mill* – The CC&V ore mill was struggling to operate above 50 percent availability. Beginning in late 2015, a cross-functional team conducted analyses and discovered construction problems that posed not only optimization issues but also structural integrity and safety risks. Following extensive improvements, today the mill is not only much safer, it also is running at around 80 percent availability.
- *Valley Leach Field 2* – Valley Leach Field 2 was an important part of the CC&V expansion project that was completed in 2016. To ensure this development was successful, we reviewed the full range of project risks including schedule, cost, safety, permitting, environment and potential community impacts. As with all Newmont projects, a risks register was established and regularly reviewed. This process allowed risks to be identified and successfully mitigated with the project delivered safely, ahead of schedule and below budget.
- *Public overlook* – In May 2016, CC&V hosted the last public tour of the American Eagles Overlook, a popular tourist destination that combined historic mining structures with picturesque views of the mountains. However, it also was in the middle of surface mining operations, and public access to the overlook crossed an active haul road. To avoid putting the public at risk, Newmont worked with the community to plan and permit new overlooks. The first of these – the Grassy Valley Mining Overlook – was opened in September, and we are in the process of moving the historic structures at the American Eagles Overlook to another location accessible to the public.



# SUPPLY CHAIN STEWARDSHIP

## Approach

Each year, Newmont procures around \$3.5 billion in goods and services from more than 9,000 suppliers worldwide, including thousands of local suppliers based near our projects and operations. Understanding the risks present in our supply chain and working with suppliers that share our values and goals are critical to our operations. Sourcing products and services from suppliers that are irresponsible, contribute to conflict or violate human rights is contrary to our purpose, can be detrimental to our performance and cause irreparable harm to our reputation and relationships with stakeholders.

### Sourcing and procurement

Our policies and standards require us to work with our suppliers in a manner that promotes a responsible, sustainable supply chain. We are committed to fair competition and continuously improving costs and efficiencies while leading in safety, operational, technical, social and environmental practices.

To effectively identify and manage the multitude of risks and opportunities throughout our supply chain, we have started work on a global Supplier Risk Management program. Supported by standards, guidelines and procedures, the framework applies greater consistency in assessing all our suppliers against the **significant risks** facing our business.

In accordance with our Human Rights Standard, sites include appropriate human rights clauses in contracts with all new suppliers as well as those that are up for renewal. In 2016, we expanded our contract terms to align more with our Human Rights Standard, and also implemented a **Supplier Code of Conduct** that commits our suppliers to ethical, safe, and socially and environmentally responsible conduct and to managing their own supply chain accordingly. New suppliers and those with contracts up for renewal must read and acknowledge our Supplier Code of Conduct.

Our current pre-qualification process screens new suppliers against anti-corruption and sanctioned third parties, environmental, labor practices, human rights and impacts to society criteria, which ensures we give equal weight to non-technical aspects when awarding contracts. Once implemented, our Supplier Risk Management program will greatly enhance our qualification process as well as our process to screen, categorize and analyze each potential supplier against all risks. Risk action plans and performance monitoring will help mitigate risks for suppliers once on board.

### Smelting and refining

We produce minerals essential to our global economy. Gold production comprises more than 96 percent of our total sales with the remainder from copper.

We transport our gold, in the form of doré, to refineries certified by the London Bullion Market Association (LBMA). Swiss refinery Valcambi refines the majority of gold produced at our North America, Peru and Ghana operations. The Perth Mint in Australia refines gold produced at our Australian mines, Swiss refinery Argo Heraeus refines the doré produced at our Merian mine in Suriname, and Asahi Holdings refines a small volume of our doré produced in Peru.

All four refineries comply with the **LBMA Responsible Gold Guidance** to ensure the entire chain of custody is responsible and does not source gold from areas and operations that finance conflict or degrade the environment. For more information about the refineries' commitment to a responsible supply chain, please visit the **Valcambi**, **Perth Mint**, **Argor-Heraeus** and **Asahi Holdings** websites.

Our copper, in the form of concentrate and cathode, is sold to smelters and manufacturers for further treatment. All copper sales contracts include requirements to comply with permits, approvals and other laws, agree to anti-bribery measures, and – when appropriate – acknowledge our **Conflict-Free Gold Standard**. Most of our copper concentrate is sold directly to smelters with which we have long-term relationships. However, when we produce more concentrate than anticipated, sales will occasionally be made to independent trading companies. In these instances, we may not know in advance where the product is being delivered, but we conduct a vetting process to understand to the greatest extent possible where the trader will deliver our product.

Through industry associations such as the World Gold Council (WGC) and the International Council on Mining and Metals (ICMM), we aim to better understand the potential impacts of our products, their uses and value streams.

More information about our products is included in our **2016 10-K report**.

## 2016 Performance

During the year, we implemented a **Supplier Code of Conduct** and launched a formal global Supplier Risk Management program, which is scheduled to be completed in 2017 and rolled out in 2018.

Newmont considered selecting or contracting with a total of 461 new suppliers that were screened against anti-corruption and sanctioned third parties in 2016. The percentage of those screened against other key criteria were:

- 98 percent using environmental criteria
- 95 percent using labor practices criteria
- 36 percent using human rights criteria



- 98 percent using criteria for impacts on society

Data from our KCGM operation in Australia and Cripple Creek & Victor (CC&V) mine in Colorado are not included in these figures. At KCGM, we are implementing programs that should facilitate our ability to track this data going forward. At CC&V, which was acquired by Newmont in mid-2015, the migration of its contractor database into Newmont's system in 2016 resulted in all of CC&V's suppliers appearing as new suppliers in 2016, preventing us from accurately reporting the site's 2016 data. We will track the above data for CC&V beginning in 2017.

Our global supplier spend in 2016 totaled around \$3.5 billion. Of this amount, an estimated 70 percent was competitively bid, resulting in approximately 6,000 contracts.

## Future Focus

Work will continue in 2017 to improve our ability to manage the risks and opportunities present in our supply chain. Key activities include:

- Applying our **Supplier Code of Conduct** to all new contracts and those up for renewal;
- Completing the first phase of our Supplier Risk Management program including the establishment of a steering committee, detailed qualification criteria and content, an audit program and a revised global Procurement Standard;
- Implementing a formal Supplier Relationship Management program to ensure we engage with critical suppliers in the planning phase and throughout the entire business relationship until the contract is closed out. This program aims to establish performance metrics and review cycles and also will help us develop collaborative initiatives in key sustainability areas such as energy efficiency, local employment and local supplier development; and
- Expanding our **skills development training program in Ghana** to all our regions and to other personnel outside the supply chain function.





## Supply Chain Stewardship – Case Study

# Developing Future Supply Chain Leaders

Newmont's Ahafo and Akyem operations in Ghana have received many accolades for their local supplier development programs. With the responsibility of maintaining this performance falling largely on our supply chain department, developing the skills of these employees is key to delivering on our strategy.

In late 2015, Vince McCabe, who is Newmont's Supply Chain Director for the Africa region, created a package of formal training programs designed to enhance the capabilities of his supply chain team members. Affectionately dubbed "Vince University," the program modules offer junior and senior supply chain staff members at our Africa operations courses on topics such as Introduction to Supply Chain Strategy, Finance and Logistics, Strategic Sourcing and Inventory Management. At the conclusion of the training, participants take a 90-minute formal exam on each subject and receive graded certificates based on test scores. The top students from each module held in 2016 have moved on to become instructors for subsequent courses.

Employees from other departments have also attended various modules and taken the exam. This has provided them a greater understanding of the supply chain function at Newmont as well as the broader business environment.

Given the program's success in Ghana, we plan to expand the skills development program to all our regions in 2017 and beyond.

Members of Ahafo's supply chain team also held coaching sessions for soon-to-be graduates studying procurement management at Sunyani Polytechnic. These sessions included real-life scenarios to help the students prepare for the transition from classroom to workplace.

This knowledge transfer will be crucial as Newmont works with the Ghana Chamber of Mines to develop a long-term national policy and supplier development program to help promote sourcing from local businesses within the mining industry and beyond.





## Approach

Issues that were once framed as environmental, social or safety risks are increasingly being framed in human rights terms. Our activities throughout the mine lifecycle have the potential to impact the rights of workers, communities and indigenous peoples. While it is the duty of governments to protect human rights, we recognize our responsibility to respect fundamental human rights, mitigate risks, ensure those impacted by our activities have access to remedies, and help realize many human rights through positive contributions that strengthen capacity and empower communities.

Our commitment to respect the rights and dignity of all people is stated in our **Code of Conduct** and our **Sustainability and Stakeholder Engagement Policy**. A set of global standards aligns our commitment to addressing human rights with the United Nations (UN) Guiding Principles on Business and Human Rights (the Guiding Principles), of which the fundamental requirement is that we do no harm. Our **Supplier Code of Conduct** requires our suppliers and business partners to adhere to this commitment as well.

Our global **Human Rights Standard** and strategy help guide how we manage impacts, address grievances, and integrate human rights considerations into our stakeholder engagement and other business activities.

All sites must maintain processes to identify human rights risks on an ongoing basis. For existing operations – or changes to existing operations that have a low risk to impact human rights – we integrate human rights considerations into current processes, such as social impact assessments (SIA) or environmental and social impact assessments (ESIA). For new projects – or changes to existing operations that have a higher potential to impact human rights – sites must integrate human rights impact assessment (HRIA) approaches into their SIAs or complete standalone HRIAs.

Ongoing engagement with stakeholders potentially impacted by our operations helps identify and surface issues before they escalate. Stakeholders can file complaints and grievances through our site-based **complaints and grievances (C&G) mechanism and registers**, our online **Ethics Solutions Tool**, or a manager or human resources representative.

In 2015, we elevated our commitment to human rights by becoming one of the first six global companies – and the first in the mining industry – to adopt the UN Guiding Principles Reporting Framework (the “Reporting Framework”). As the first comprehensive guidance for companies to report on how they respect human rights in line with the Guiding Principles, the Reporting Framework is a crucial tool for improving our performance. An overview of our human rights journey and details about our global salient human rights issues are discussed in our **Guide to Respecting Human Rights**, and we disclose our human rights performance on an annual basis in this report.

We undertake a number of preventative measures around each of these salient issues, making necessary changes to our controls and monitoring changes. We also continually identify, monitor and manage a broader range of human rights risks and impacts. For example, our **global inclusion and diversity strategy** includes a focus on promoting gender equality in both our workforce and the communities where we operate.

As outlined in our **Reporting Framework index**, we discuss our approach to managing our salient issues throughout this report. Readers may also click on any of the salient human rights issues below for more information:

### Salient issues



### Security

With the right to security of person as one of our salient human rights issues, the basis of our global security program is working alongside our host communities to protect people and assets and respect human rights.

Newmont conducts robust, evidence-based threat and vulnerability assessments at locations ranging from exploration sites, to office buildings. Where security threats are higher – at our operations in Ghana, Peru and Suriname – we employ or contract with on-site security personnel.

As a formal participant in the **Voluntary Principles on Security and Human Rights (VPSHR)**, we commit to implement a set of Voluntary Principles (VPs), which provide an operating framework that enables us to maintain the safety and security of our operations based on respect for human rights and fundamental freedoms.

All sites with on-site security personnel must use our VP implementation framework, which aligns with the following VP tools:

- *Stakeholder engagement* – **Training sessions**, workshops, community events and other engagement activities encourage VP implementation with host governments, raise public awareness of the VPs and help build relationships based on trust.
- *Risk assessments* – Our standardized workbook, which we use to effectively assess and manage security risks, aligns with the VPs, as well as our internal assurance process.



- *Private security* – Private security firms we select must agree to our rigorous standards and human rights commitments, undergo a background check, and complete training on the VPs including the principles of de-escalation, use of force and other relevant law enforcement codes.
- *Public security* – Our memoranda of understanding (MoU) with public security agencies in Ghana state our joint commitment to respect human rights when operating on Newmont property. Where we do not have MoUs in place, we pursue alternatives to formalize this commitment with the relevant public security organizations. We also encourage public security agencies to participate in our training, workshops, exercises and events pertaining to the VPs.

While we aim to avoid security-related incidents, should such an incident occur, it must be recorded and fully investigated. Events found to be credible are reported to the appropriate authorities as well as the VPSHR plenary, Newmont’s executive leadership team and our Board of Directors.

## 2016 Performance

Since 2011, our Yanacocha operation in Peru has been working to resolve a complex land dispute with members of the Chaupe family, who allege human rights violations by Yanacocha. In 2016, the findings of an independent, fact-based examination of the issues associated with the dispute were published by RESOLVE – a nonprofit dedicated to multi-stakeholder consensus building. RESOLVE authored the report, which we commissioned, and an advisory group of experts with NGO, human rights and industry knowledge ensured the integrity and credibility of the review. The report concluded that our acquisition of the land in question was reasonable and that Yanacocha’s actions did not violate human rights, and also helped the company identify four key areas where we have room for improvement:

- Human rights due diligence practices need to be improved and more systematically applied in conflict scenarios to account for rapidly changing conditions on the ground.
- Security-related risk assessments are being conducted at some level; however, root cause analysis and incident investigation processes and procedures need to be improved to better demonstrate alignment with the Voluntary Principles on Security and Human Rights (VPSHR).
- Conflict scenarios require more robust procedures including situational analyses focused on dispute resolution, negotiation and de-escalation approaches that can be implemented in parallel to legal mechanisms.
- Complaint and grievance mechanism processes should be reviewed and improved to be more responsive to allegations of human rights violations and abuses to ensure investigations are being initiated and documentation is being developed to demonstrate responses and actions where appropriate.

The full report, as well as our response to the report and our planned next steps to resolve the dispute, are publicly available on our [website](#).

As of the end of the year, the dispute remained unresolved. Efforts to engage the family and promote opportunities for dialogue continued; however, on occasion Yanacocha conducted possessory defense actions, as required under Peruvian law, on its actively managed land holdings. These actions reduce the likelihood that mutually beneficial outcomes can be achieved, but we will continue efforts to resolve the dispute.

In support of our human rights strategy, we worked on a number of fronts to address challenges and improve our ability to manage human rights risks. Key activities during the year included:

- All operations, except those in Australia completed their human rights risk assessments in 2016. Our operations in Australia committed to complete their assessments in 2017.
- We conducted assessments that yielded a number of key learnings including the importance of initiating the assessment process as early as possible in the mine lifecycle and balancing the need for the reviews to be independent and objective while producing recommendations that resonate and are able to be integrated into business activities. Among the learnings at each site:
  - The Merian operation in Suriname conducted a standalone human rights impact assessment (HRIA) that identified a number of recommendations and actions. Several of the recommendations were addressed in the course of the assessment (which began in 2014), and additional actions around security teams, employee and community health, employment and training were included in the **Cooperation Agreement** signed between the Pamaka community and Newmont.
  - Our Yanacocha operation in Peru commenced work on a human rights impact assessment. Progress toward completing the assessment will continue into 2017 to ensure it allows for community participation and verification of the findings.
  - In Ghana, the Akyem operation incorporated human rights into their updated social impact assessment and Ahafo operations incorporated human rights indicators into their updated social baseline.
  - To better identify risks to people and the environment and not just the business, we integrated human rights considerations into the stakeholder, event and risk modules of our **Integrated Management System (IMS)**, and began training sites on the updated IMS, which will be fully operational by 2018. This will improve our ability to provide leaders and the Board’s Safety and Sustainability Committee with up-to-date information on key risks and events having human rights considerations.
- We developed criteria in line with our salient human rights issues to better identify and categorize those complaints and grievances that have a human rights component.
- To address potential human rights risks and opportunities across the supplier lifecycle, we strengthened language in supplier contracts, implemented a **Supplier Code of Conduct**, and launched a **global Supplier Risk Management program**.
- During the year, 4,939 employees and 1,744 contractors participated in various modules of human rights training. Human rights topics were addressed in a variety of ways ranging from cross-cultural educational sessions, human resources and social responsibility inductions, and modules within annual refresher courses. Training sessions focused on human rights topics ranged from 30 minutes to 8 hours, depending on the site's risk profile and needs of the audience. This training is in addition to the specific training discussed below that our security employees and contractors and relevant external stakeholders undergo on the Voluntary Principles on Security and Human Rights.

During 2016, a total of nine grievances or allegations related to human rights were reported as being addressed for the year. The eight allegations related to discrimination in the workforce were submitted through and managed by our human resources function with support from other functions as necessary. Details on these grievances or allegations are discussed in the following table:

Grievances or allegations about human rights impacts filed, addressed and resolved in 2016		
Type of grievance or allegation	Number of grievances or allegations	Description of grievance or allegation and location
Human rights–related complaints and grievances recorded on community registers	0	We did not receive any human rights–related complaints and grievances through our community complaints and grievances mechanisms.



Type of grievance or allegation	Number of grievances or allegations	Description of grievance or allegation and location
Discrimination in the workforce	8	<p>In the United States, our Nevada operations reported three allegations related to gender, race, age and retaliation. These allegations were investigated by human resources and senior management and responsible individuals were disciplined up to and including termination, when appropriate. Our CC&amp;V operation in Colorado reported one allegation related to a disability and this allegation was investigated by human resources and senior management and responsible individuals were disciplined up to and including termination when appropriate.</p> <p>At our Boddington operation in Australia, four allegations were reported: three were allegations of racial discrimination and one was related to bullying. Two of the three racial allegation were investigated and found to be unsubstantiated. The bullying allegations resulted in mediation and a formal apology to the complainant. One racial allegation was complex, dealing with several complaints from an indigenous community group resulting in a formal written acknowledgment from, as well as an in-person meeting with, the Company to discuss the expressed concerns.</p>
Child labor	0	We did not receive any grievances or allegations of child labor violations.
Forced and compulsory labor	0	We did not receive any grievances or allegations of forced or compulsory labor violations.
Land rights (non-indigenous)	0	We did not receive any grievances or allegations of land rights violations.
Security forces	0	We did not receive any grievances or allegations related to our security forces.
Other	1	Our Yanacocha operation received an allegation from a non-governmental organization regarding the Company's actions toward opposition to the Conga project. Newmont engaged with the organization and will continue to have and promote dialogue on this topic.
<b>Total incidents</b>	<b>9</b>	

### Security

Every site that employs private security personnel and those where public security agencies are active in and around our operations completed annual training based on the Voluntary Principles (VPs).

Total number of participants in security training

Region	Site/location	Employees	Private security contractors	Law enforcement personnel	Other external stakeholders	Percentage of security personnel trained	Cumulative hours of training
Africa	Ahafo, Akyem and Accra	775	584	90	3	100%	5,808
South America	Yanacocha	0	388	0	0	100%	1,746
<b>Total</b>		<b>775</b>	<b>972</b>	<b>90</b>	<b>3</b>	<b>100%</b>	<b>7,554</b>

Note: In Ghana, we conducted a four-hour training program with employees, private security contractors, law enforcement and military personnel and three NGO representatives. Yanacocha trained 388 private security contractors in four-and-a-half-hour long training modules. The figures for Yanacocha do not include an annual seminar on the VPSHR, which was attended by representatives from the national government, military and police staff, community members and local journalists.

In 2016, we refreshed our approach to build an even stronger security program and improve our implementation of the VPs. Key programs and activities during the year included the following:

- We met our global external target for all operating, project, exploration and office sites to complete security and human rights risk assessments using the standardized workbook based on the VPs. An independent auditor reviewed the assessments, and sites identified controls and developed action plans for all threats, with a particular focus on the threat of invasions and protests at our sites. This review also identified a number of key opportunities for improvement, including:
  - Tailoring training to job functions and ensuring training framework includes key learnings outcomes;
  - Expanding programs such as the Security/Community Integration Program (SCIP), which brings together community members and security personnel at our Yanacocha operation in Peru;
  - Developing consistent criteria and a more robust due diligence process for awarding and renewing private security contracts; and
  - Working within the VPSHR to create meaningful performance metrics and share excellence in implementing the VPs.
- We established an internal, cross-functional Security and Social Acceptance Committee (SSAC) to be more agile in how we approach and respond to security-related threats. A key function of this group is to review specific cases and provide advice and solutions from a multidisciplinary perspective. During the year, the group discussed developments in the land dispute with the Chaupe family and our security approach at Merian.
- In April, the Voluntary Principles Working Group in Peru, of which our Yanacocha operation is a co-founder, published **a five-year study** on promoting the VPs and improving their implementation. In addition, Yanacocha and the Peruvian Ministry of Justice hosted a VPSHR working group, where community members, government officials, embassies, NGOs, and other companies exchanged experiences on implementing the VPs. During the meeting, the Minister of Justice announced the government's willingness to be a signatory to the VPSHR; the working group is supporting the government with this effort.

# Future Focus

In 2017, we will continue work to advance our human rights strategy.

Once fully operational in 2018, our updated Integrated Management System (IMS) will help facilitate a number of improvements, including:

- Enhanced analysis of site-level human rights information from our stakeholder engagement activities, which will allow us to manage, track and update our salient human rights issues as necessary;
- Improved monitoring, tracking and data collection on human rights through the introduction of complaint criteria related to our salient issues; and
- Greater ability to assess and manage risks related to human rights within our supply chain through our broader **Supplier Risk Management program**.

These improvements, as well as other efforts such as expanding human rights–related training to more employees in 2017, are expected to improve our understanding of our human rights risks and our ability to manage them, and, in turn, lead to more robust reporting in line with the UN Guiding Principles Reporting Framework.

## Security

Effectively managing the risks present in our operating environments is a key element of implementing the Voluntary Principles (VPs). We clarified our 2017 security target, and are updating our targets for 2018 and beyond to better align them with other efforts – such as our artisanal and small-scale mining strategy – and to be more meaningful in measuring the impact of implementing the VPs. We will disclose the updated targets in our 2017 sustainability report.

Security targets			
Years	Target definition	Target for sites	Target for Newmont
2017	Security risk assessments pertaining to human rights are completed, issues and potential impacts identified, and, where necessary, mitigation strategies and controls are considered and required training is scheduled and provided	<b>100 PERCENT</b> of identified High and Extreme threats have action plans to reduce threats to a tolerable level	<b>100 PERCENT</b> of risk assessments have been completed and <b>100 PERCENT</b> of action plans have been subject to external review at sites in Ghana, Peru and Suriname

Other key focus areas in 2017 include:

- Implement control management plans at sites for key security vulnerabilities identified in assessments;
- Continue to enhance our threat assessment process through third-party audits and quantifying the return on investments in our security program and approach; and
- Continue to integrate human rights into our security program by expanding training beyond security teams to employees, business partners and public security agencies.



### Human Rights – Case Study

## Country-Wide Training Enhances Understanding of Human Rights

Since 2004, Newmont has been actively involved in the Voluntary Principles on Security and Human Rights (VPSHR), a multi-stakeholder initiative designed to help extractive companies maintain the safety and security of their operations within an operating framework that respects human rights. Among our responsibilities as a participant in the VPSHR is maximizing awareness of the VPs through training.

In 2016, our operations in Ghana built on the lessons learned from a pilot conducted the prior year by expanding training to beyond those working in a security role. Participants completed lessons and were given thought-provoking scenarios, such as situations that require the use of force and handling complaints and grievances related to human rights.

The region set a target for at least 60 percent of Newmont’s employees in senior management and management roles and 40 percent of business partner personnel to participate in the training. Along with exceeding the participation target among employees and business partners, Newmont also partnered with the national police academy to train police officers in Ghana.

In early 2016, Newmont’s Ahafo mine in Ghana was a finalist for the U.S. Department of State Bureau of Economic Affairs’ Corporate Excellence Award (ACE), in large part due to its human rights training and awareness programs. Newmont was the first mining company nominated for the award, which recognizes U.S.-based companies that are leaders in responsible business conduct worldwide.



# COMPLIANCE

## Approach

With operations around the world, we must work within a wide range of laws and with a multitude of regulators. Our exploration, development, mining and process operations are subject to extensive laws and regulations governing worker health and safety, land use and the environmental protections. Ensuring compliance in this increasingly complex regulatory environment is crucial to securing our license to operate and protecting our reputation.

Our commitment to conduct business in a manner that adheres to all applicable laws and regulations is stated in our **Code of Conduct** and supported by our policies and standards.

We also participate in key voluntary compliance and reporting programs – such as disclosing our greenhouse gas emissions to the CDP and reporting our human rights performance in line with the United Nations Guiding Principles Reporting Framework – to demonstrate our commitment to transparency and good governance.

All the sites we manage are required to certify their environmental management systems to the internationally accepted ISO 14001 standard. We also conduct third-party certification to ensure compliance with the International Cyanide Management Code (the "Code"), which is designed to improve cyanide management practices in the gold mining industry. We require new operations to achieve ISO 14001 certification and Code compliance within three years and 12 months, respectively, of reaching commercial production. Existing sites must maintain ISO 14001 certification and conduct an independent Code recertification process every three years.

To lower the risk of regulatory non-compliance and minimize and **manage other risks present in our business**, we are refreshing our program to conduct comprehensive internal audits against our safety, security, social and environmental standards. We are also in the process of combining our health and safety, environmental, security, and social responsibility management systems into one Integrated Management System (IMS). Along with promoting consistency, simplifying administration and improving performance, a key IMS goal is to obtain a company-wide ISO 14001 certification by 2018.

In addition to internal efforts to verify performance, each regulatory regime in which we operate closely monitors our activities. All sites are inspected at least annually and often more frequently by various government agencies at the local, regional and national level that review our operational, health and safety, security, environmental and social performance.

Our mines in the United States are subject to regulation by the federal Mine Safety and Health Administration (MSHA). MSHA personnel inspect our mines on a regular basis, and they issue citations and orders when they believe a violation of the U.S. Mine Safety and Health Act or any health or safety standard or regulation has occurred. These citations and orders describe the alleged violation, establish a time frame for abating the alleged violation, and may result in fines, penalties or sanctions, or temporary or extended closures at our mining operations.

When we are out of compliance or when an event occurs, we are committed to transparently disclose and report such events and fully mitigate any impacts.

## 2016 Performance

### Fines and sanctions

In 2016, we hosted 95 inspections by various agencies that oversee enforcement of environmental regulations. During the year, we received no sanctions; however, we incurred the following six fines:

- In April 2016, the Minerals Commission of Ghana fined Newmont \$1.2 million for allegedly engaging three foreign nationals to work on Newmont's behalf without obtaining the appropriate permits through the established processes. The fine was settled after several deliberations with key stakeholders. To mitigate any potential future allegations of breach, Newmont has been proactively engaging with the Minerals Commission to clearly define requirements for all foreign personnel on site, particularly for contractors and consultants. In addition, the region has established rigorous internal processes to manage, track and report on all foreign nationals visiting or performing work on site.
- Our Yanacocha operation in Peru received a \$3,300 fine related to the Peruvian government's audit of a mandatory employee benefit funding requirement.
- The Cripple Creek & Victor (CC&V) operation in the United States received three fines:
  - A fine of \$1,000 for improperly managing process solution at one of its leaching tanks, resulting in what appeared to be spilled solution outside of the secondary containment structure;
  - A Notice of Violation and a fine of \$1,000 for a land disturbance outside of its approved permitted area, which was self-reported to regulators; and
  - A fine of \$27,343, primarily related to safety-related fines from the U.S. Mine Safety and Health Administration (MSHA).
- Our Phoenix and Carlin operations in Nevada were fined \$476,371, primarily related to safety-related fines from MSHA.

Detailed information about the citations and orders issued to Newmont in 2016 by MSHA – including those issued in connection with the Silverstar pit failure at Carlin that resulted in a temporary shutdown – is disclosed in our **2016 10-K report** under Exhibit 95.

Events

We track events using a global database and rate the environmental, social, safety, health, security, financial, operational and legal impacts of events on a severity scale of zero to five. Level 0 events are near misses that did not result in injury or damage but had the potential to do so. Level 1 and 2 events have relatively minor impacts, and Level 3 to 5 events result in more significant impacts.

In 2016, we experienced six Level 3 and no Level 4 or 5 events with environmental impacts.

2016 Level 3 events with environmental impacts

Region	Operation	Event description
Africa	Akyem	A truck carrying explosives that was parked in a safe explosives containment area, per procedure, caught fire due to a malfunction of its electrical system. A small quantity of hydrocarbons was released in the containment area.
North America	Twin Creeks	Approximately 4,500 gallons of untreated water overflowed from a storage tank.
	Twin Creeks	56 gallons of sulfuric acid were spilled when a passing vehicle damaged a hose during construction activity.
	Twin Creeks	Approximately 4,000 gallons of very low concentration (0.0015 ppm) cyanide solution from the Pinion Tailing Facility was accidentally discharged outside of containment due to the failure of a corroded steel pipe.
	Phoenix	A leak in a sulfuric acid tank was discovered. The 3,500 gallons of acid were removed from both the tank and the secondary containment.
	Carlin	400 gallons of lube oil spilled during a fill operation.

All Level 3 environmental events described above were contained within the property boundary and immediately cleaned up with no lasting environmental impact.

Certifications and audits

Our compliance with the International Cyanide Management Code (the Code) is discussed in the **Cyanide Management** section of this report.

All sites maintained their certification as ISO 14001 compliant, with the exception of the two sites – Merian in Suriname and Long Canyon in Nevada – that entered commercial production in late 2016. During the year, our Akyem operation in Ghana received its initial ISO 14001 certification following a third-party certification audit process.

A key element in the implementation of our Integrated Management System (IMS) is achieving global ISO 14001 certification by the end of 2018. In 2016, we selected a leading global provider of accredited management systems certifications as our certification registrar. During the year, sites with ISO 14001 certification from another registrar underwent a certificate transfer audit process that included a review of their management and reporting systems, previous audit records and reports.

Each year, we complete an independent assurance process to verify compliance with the World Gold Council's Conflict-Free Gold Standard. In June 2016, we published our annual **Conflict-Free Gold Report**, which concluded that Newmont does not operate mines in areas classified by the Heidelberg Conflict Barometer as “conflict-affected or high-risk” and is in conformance with the criteria established by the WGC’s Conflict-Free Gold Standard.

We conducted a pilot of our refreshed internal audit program to refine procedures and identify training needs and guidance materials needed to support the full implementation of the program, which is planned for 2017.

Environmental releases by number of incidents

	2012	2013	2014	2015	2016
Total environmental releases on site	68	70	84	43	77
Total environmental releases off site	1	1	0	0	0
Total environmental releases	69	71	84	43	77
Cyanide releases	60	69	76	41	77
Mercury releases	2	0	0	1	2
Significant hydrocarbon releases	3	1	6	1	1
Significant chemical releases	2	1	1	0	0
Other significant releases	2	0	1	0	1

Environmental releases by volume

	2012	2013	2014	2015	2016
Cyanide (kL)	90	3,373	98.7	582	8,271.4
Mercury release (kg)	0	0	0	0.01	1.7
Significant hydrocarbon releases (kL)	3	1	42	2	1.5
Significant chemical releases (kL)	44	723	40	0	0
Other significant releases (kL)	310	0	5	0	30.5

Note: All cyanide releases in 2016 were on site, contained within the site boundaries and remediated according to applicable regulations.

# Future Focus

We will continue to maintain ISO 14001 certification at all operating sites and work toward certification of the two sites – Merian in Suriname and Long Canyon in Nevada – that achieved commercial production in late 2016.

As we implement our Integrated Management System (IMS), we will refresh all relevant management standards and develop supporting guidance documents. Upon full implementation of the IMS, which is planned for 2018, we will apply for a company-wide ISO 14001:2015 certification, which is the latest update to the ISO 14001 standard. The global certification aims to improve the consistency of Newmont’s core management processes across regions, provide governance to drive performance and improvements, improve risk management practices, and streamline reporting across the business.





# Our People



Our global workforce is the foundation of our business. Providing our people a safe work environment is our top priority, and supporting their wellbeing and promoting an inclusive and diverse culture are vital for maintaining a competitive advantage through our people.

- Safety
- Health
- Our Workplace
- Workforce Rights
- Data Appendix
- Case Studies

# SAFETY



## Approach

The safety of our people and the communities in which we operate is our top priority with the right to life and right to safe working conditions among our most salient human rights issues. Mining involves hazards that include working with mobile equipment, heavy machinery, explosives and electrical systems. However, we strongly believe it is possible to effectively manage the risks associated with these hazards so that everyone returns home safe at the end of the day.

Our **Health and Safety Policy** details our commitment to protecting workers, business partners and visitors. A set of standards provides the governance, structure and minimum requirements to achieve our goal of a workplace free from fatalities and serious injuries.

Critical to our efforts in preventing fatalities and serious injuries are rigor and discipline around identifying those risks that can lead to fatalities or serious injuries and implementing the appropriate systems, processes and controls. To achieve our goals, we are focused on the following key drivers:

- *Fatality prevention* – Elements of our **Fatality Risk Management program** include clearly identifying the controls that really matter (critical controls); ensuring accountability for implementing controls; verifying them; and reporting on the effectiveness of the controls. Also essential in preventing fatalities is conducting quality event investigations and ensuring lessons are truly learned and not just shared.
- *Employee engagement* – Maturing our culture requires an environment where people feel empowered to work only when it is safe, stop work when they feel at risk, and have the courage to approach others and speak up when they see hazards or at-risk actions. Each operation conducts engagement that best fits the site's culture with some sites developing more formal approaches, such as the employee-led Vital Behaviors teams at our Carlin operations in Nevada.
- *Leadership* – Preventing fatalities and engaging employees requires visible felt leadership and quality safety interactions. We are piloting a program in Australia where senior leaders use a coaching process to help their direct reports develop the skills needed to have productive interactions about safety and involve team members in contributing to their safety.

We measure our health and safety performance by leading indicators – such as safety interactions and implementation of effective critical controls – and by tracking lagging indicators – such as injury rates. All significant events are investigated, and lessons learned are shared with workers. Investigations and corrective actions to prevent recurrence related to serious potential and actual events are reported to the executive leadership team and Board of Directors.

With contractors constituting more than 50 percent of our workforce, each region conducts contractor training programs and regular safety reviews in contractor work areas. Technical safety training is provided to all employees working at our mine sites, and safety inductions are conducted for all site visitors.

As required in our Emergency Preparedness and Response Standard, every Newmont facility must identify, plan for and be able to respond effectively to emergency situations. Each mine site has emergency response teams who participate in specialized training and mock drills. A number of these teams also participate in competitions that test the teams' preparedness and competencies against industry peers.

We are committed to learning from and sharing best practices with others. We actively participate in programs to improve our performance as members of the International Council on Mining and Metals (ICMM) and the Mining Safety Roundtable. We also participate in regional health and safety programs such as the Western Australia Chamber of Minerals and Energy, the Ghana Chamber of Mines and the United States National Mining Association's CORESafety program.

## 2016 Performance

While we are pleased to report that no fatalities have occurred at any Newmont site or facility since September 2015, we continue to have injuries and potentially serious events, highlighting the importance of our **Fatality Risk Management work**.

Our Total Recordable Injury Frequency Rate (TRIFR) of 0.32 held steady compared to 2015. While this performance was among the best of all International Council on Mining and Metals (ICMM) member companies, we did not achieve our goal to reduce the rate to 0.30 (which was adjusted to reflect the sale of the Batu Hijau operation).

The injury rate among contractors has been cut by more than half since 2011 and declined to 0.31 in 2016 compared to 0.34 in 2015. However, over the past few years, we have had serious injuries and fatalities involving contractors working on our behalf, so in 2016 we conducted a global contractor management process improvement review to address our contractor safety performance. The review resulted in the development of contractor safety guidelines, training to strengthen and clarify the owner representative role, oversight of the program, and improved data collection.

In 2016, we increased our focus on identifying, analyzing and managing fatality risks across Newmont. Among the activities to support these efforts:

- We held workshops to develop a global set of bow-tie diagrams (i.e., visual representations of the connections between hazards and their consequences), critical controls and performance criteria for the top 16 fatality risks across the business.
- We developed fatality risk standards and formed a governance framework, which includes a steering committee, to ensure we implement effective controls and conduct work in compliance with the standards.

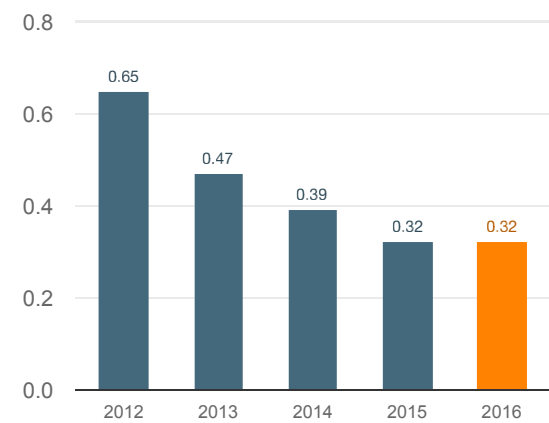


Highlights and notable efforts in 2016 to improve our safety performance include:

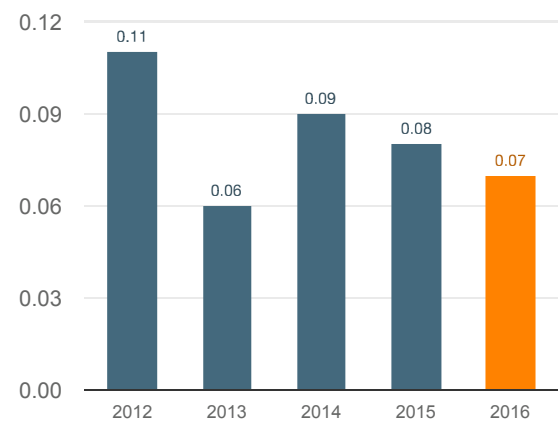
- Our Australia region piloted programs to improve the quality of safety interactions and the learning lessons process. The Boddington team focused on ensuring safety interactions are more purposeful through positive reinforcement, coaching and ensuring leaders are skilled in conducting effective interactions. The KCGM team looked at ways to improve our existing process to learn lessons and avoid repeat events. Based on the success of both pilots, we plan to roll out the programs across all our operations in 2017.
- The team at our Genesis mine, which is part of the Carlin operation in Nevada, received the Sentinels of Safety award from the U.S. National Mining Association for its outstanding safety performance in the Large Open Pit Group. The annual award recognizes those mines that worked the most employee-hours without experiencing a lost-time injury.
- Our Cripple Creek & Victor operation in Colorado, which we acquired in late 2015, completed the integration of our safety standards, systems and processes. The operation experienced a notable year-over-year improvement in its safety performance, with TRIFR falling more than half. The mine's new S.O.S. safety program – which stands for "See it. Own it. Solve it." – provides employees tools to help them take responsibility for their own safety and that of their teammates.
- Both Merian and Long Canyon, new projects that began commercial production in late 2016, were completed without serious injuries and with industry leading TRIFR.
- We continued incorporating our health and safety systems and processes into the global **Integrated Management System (IMS)**.

Injury frequency rate (per 200,000 hours worked)\*

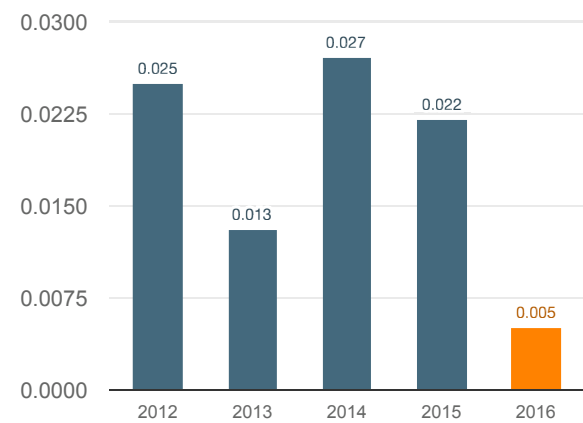
Total Recordable Injury Frequency Rate (TRIFR)



Lost Time Injury Frequency Rate (LTIFR)

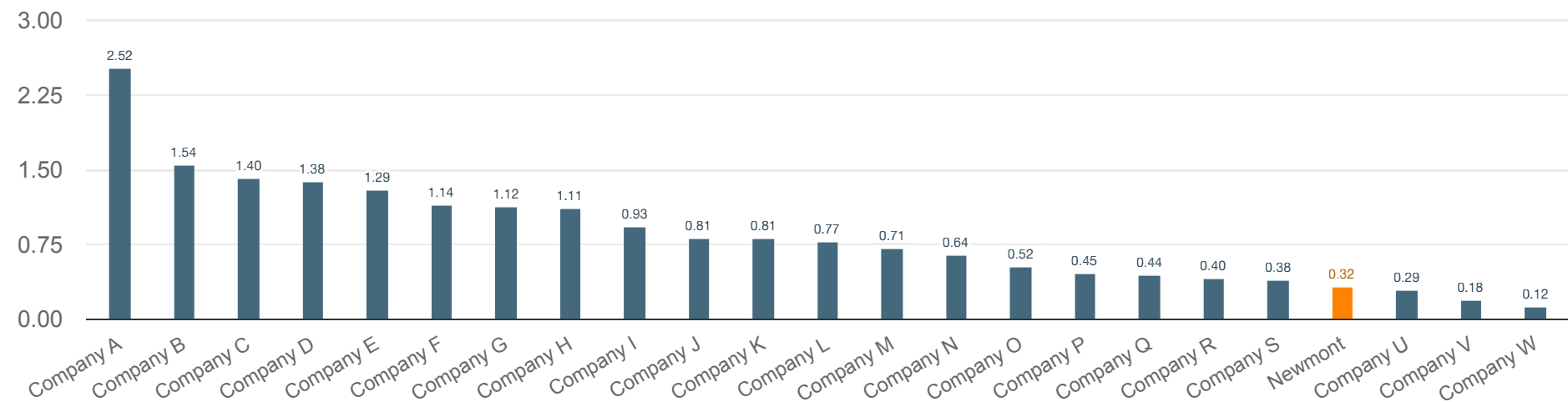


Serious Injury Frequency Rate (SIFR)



\* Note: These figures include the Batu Hijau operation up until October 1, 2016; a full year of data from the Merian and Long Canyon operations, which entered commercial production in late 2016; and all exploration sites.

2016 TRIFR among ICMM member companies (per 200,000 hours worked)





2016 Safety statistics by region\*

Region	Exposure hours	Fatalities	Lost time injuries	Restricted work injuries	Medical treatment injuries	Lost days	2016 LTIFR	2016 TRIFR
Africa	11,971,694	0	2	1	7	54	0.03	0.17
Asia Pacific	25,340,949	0	8	11	21	171	0.06	0.32
Corporate	1,897,041	0	1	0	0	50	0.11	0.11
North America	12,763,040	0	10	8	23	287	0.16	0.64
South America	19,994,644	0	4	3	17	41	0.04	0.24
Total/global average	71,967,368	0	25	23	68	603	0.07	0.32

\* Note: These figures include the Batu Hijau operation up until October 1, 2016; a full year of data from the Merian and Long Canyon operations, which entered commercial production in late 2016; and all exploration sites. We do not collect this data by gender.

Future Focus

Eliminating fatalities and sustaining a best-in-class safety performance is a significant journey and one that requires an unrelenting commitment to continuous improvement. Much of our focus in 2017 will be on building confidence in managing our fatality risks. This work includes:

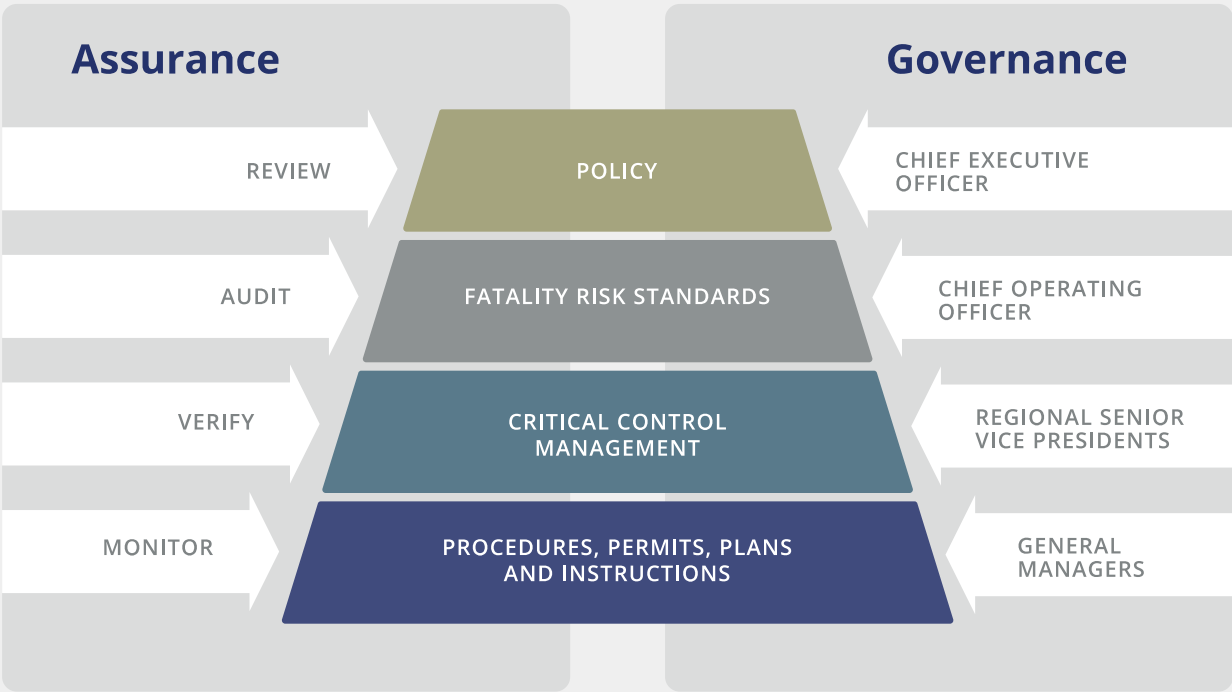
- Defining operational leaders’ work and alignment of accountabilities in relation to Fatality Risk Management with respect to verification activities;
- Improving our investigations and ability to truly learn from unwanted events by incorporating critical controls into our investigation process;
- Improving how we apply lessons learned from near misses to significantly reduce the number of repeat incidents;
- Recognizing individuals within Newmont who provide innovative solutions for managing our health and safety risks and implementing a CEO health and safety leadership award;
- Carrying out the next phase of the Integrated Management System (IMS), which includes implementing a set of fatality risk standards and conducting third-party audits across all sites; and
- Implementing an updated Aviation Standard and framework to improve oversight of aviation activities, whether it is for our fly-in, fly-out (FIFO) operations or geophysical surveys in exploration.



## Safety – Case Study

# General Manager Sponsorship Plays Critical Role in Preventing Fatalities

We recognize that Newmont’s leaders are in a unique position to make decisions and dedicate resources that impact our culture and performance. In our effort to eliminate fatalities from our business, the general managers from each one of our operations are playing a vital role in managing and mitigating our top fatality risks.



Launched in 2016, our global Fatality Risk Management program focuses on identifying our top risks – including mobile equipment and vehicle events, working in confined spaces or at heights, exposure to energy releases and electricity, lifting heavy loads, and mine wall failures – and developing more robust controls and systems to manage them and prevent fatalities.

Demonstrating their commitment to sending their team members home safe every day, every Newmont general manager is a sponsor of one of the top fatality risks identified during cross-functional global workshops. As sponsors, they are responsible and held accountable for ensuring the critical control management plans for each risk are in place and consistent across Newmont.

"I believe the fact that all GMs sponsored at least one of the recognized global top fatality risks will drive strong ownership throughout the operations and help provide practical input from the operations, which is absolutely critical for the Fatality Risk Management program to succeed and for us to eliminate fatalities from our business," said Joep Coenen, General Manager at the Ahafo mine in Ghana.



# HEALTH

## Approach

Throughout the mine lifecycle, exposures to chemicals, dust, noise, musculoskeletal disorders and infectious diseases, as well as emerging pandemic threats, pose risks to people's health and our business. Fatigue, stress, obesity and depression are also health risks all employers face. With the right to life and right to healthy working conditions among our highest human rights risk areas, we work to effectively assess and manage health risks and promote and support the wellbeing of the people who work at and live near our operations.

Our approach toward identifying and managing health risks is articulated in our **Health and Safety Policy**. A set of global standards, systems and operating procedures detail the accountabilities, mandatory controls and minimum requirements for managing work-related and community health risks.

Our Occupational Health and Wellness Strategic Framework, which was finalized and implemented in 2016, focuses on the following areas of performance:

### Health and wellness framework



- *Medical services* – Every mine site either operates an on-site clinic or partners with external facilities that provide emergency care, primary care and health services to workers and community members.
- *Health risk management* – Our key health risks are predominantly related to airborne agents such as silica dust, lead, mercury, welding fumes, manganese and diesel particulate matter. We use a common risk assessment registry and methodology across regions to identify those workers who have similar high exposures to health risks (called “similar exposure groups” or SEGs); implement control management plans; and establish exposure reduction indices (ERI) – a calculation based on the number of workers in SEGs that exceed the applicable occupation exposure limit (OEL) – to quantify the exposure reduction.
- *Wellness* – Healthy lifestyles benefit not only the individual, but also the broader community and the Company through lower healthcare costs and fewer sick days. Given the amount of time people spend at work, we have increased our focus on preventing and **reducing the risks associated with fatigue**, work-related stress, obesity and other factors that impact overall wellness and mental health.
- *Community/public health* – Health impact assessments help us better understand the impacts of our activities on host communities. We are in the process of developing a standard to ensure greater consistency related to when and how health impact assessments are conducted. Our global pandemic preparedness guideline also helps mitigate risks to the business and communities caused by infectious disease outbreaks.

We actively participate in programs to address health issues in the mining industry as a member of the International Council on Mining and Metals (ICMM) and through industry groups, such as one in Australia that addresses exposures to diesel particulate matter.

## 2016 Performance

In 2016, our Occupational Illness Frequency Rate (OIFR) increased to 0.18 from 0.06 in 2015, largely due to an increase in malaria cases in Ghana (28 in 2016 compared to nine in 2015) and an event at our Tanami operation in Australia where 12 workers were exposed to sulfurous fumes. The event occurred during preparations for a scheduled plant shutdown. Of the 12 individuals, four received first aid treatment and returned to work, and the other eight were monitored but did not require treatment.

While all our operations comply with regulations and requirements related to workplace exposures, we increased our focus during the year on identifying opportunities to further reduce exposures below the required levels. Using the 2015 baseline exposure reduction index (ERI) data, we set a target to reduce acute and chronic illness and diseases associated with exposures by 10 percent, and we exceeded that target, achieving a 16.5 percent reduction. Efforts in support of this performance included:

- To minimize exposures to harmful airborne contaminants, all operating sites implemented ERI measurement, control management plans and monitoring for their key identified health risks.
- Exposures were successfully reduced through new mitigation measures that included wet sweeping, examining welding rod products, installing diesel particulate filters, improving cab seals and adjusting ventilation designs.



Other activities in 2016 among our focus areas:

- Developed our global mental health framework for promoting and supporting the mental health of personnel and reducing the incidence of mental illness.
- **Evaluated fatigue detection technologies** at our operations in Ghana, Nevada and Peru and conducted a sleep study at KCGM in Australia.
- Developed a new Community Health Standard that will establish a more robust community health impact assessment process and screening on real and potential health exposures and risks. The standard will also require new assessments whenever a new impact or health risk arises in the community.
- Integrated a new corporate pandemic guideline that details health management guidelines in the event of a widespread outbreak and incorporated it into our existing event activation system.
- Continued our long-standing partnership with **Project C.U.R.E.**, the world's largest distributor of medical donations to developing countries. Among efforts during the year:
  - Provided free medical care to more than 4,400 community members who reside near our operations in Ghana, Peru and Suriname;
  - Delivered donated medical supplies valued at nearly \$1.2 million to health centers near our Akyem and Merian operations in Ghana and Suriname, respectively; and
  - Facilitated neonatal training for 115 healthcare providers as part of the “Helping Babies Breathe” program.
- Organized a “Fitness Challenge for Charity” initiative using an online app that promotes friendly competition among co-workers and a fun way to engage in physical activities and raise money for charities. Nearly 400 employees across all regions participated.
- Upgraded Medgate’s occupational health software, which streamlines processes, increases automation and improves data integrity while ensuring the confidentiality of medical records.

Occupational Illness Frequency Rate (OIFR) by region\* (per 200,000 hours worked)

Region	2014	2015	2016
Africa	0.14	0.15	0.50
Asia Pacific	0.05	0.00	0.41
North America**	0.02	0.02	0.00
South America	0.80	0.02	0.00

Note: Our OIFR metric includes illnesses related to airborne agents as well as noise-induced hearing loss (NIHL), infectious diseases (such as malaria, tuberculosis and dengue fever) and musculoskeletal disorders. The increase in OIFR in 2016 is largely due to an increase in malaria cases in Ghana (28 in 2016 compared to nine in 2015) and an event at our Tanami operation in Australia where 12 individuals became ill after being exposed to sulfurous fumes.

\* These figures include the Batu Hijau operation up until October 1, 2016; a full year of data from the Merian and Long Canyon operations, which entered commercial production in late 2016; and all exploration sites. We currently are not able to report employee and contractor OIFR data separately, and we do not collect this data by gender.

\*\* OIFR calculations for North America do not include the Corporate Office.

Future Focus

Using baseline data from the end of 2016, each region will establish their 2017 exposure reduction index (ERI) and develop the applicable control measures for the identified health risk agents, similar exposure groups (SEG) and the corresponding exposure reduction targets.

Other key programs and activities planned for 2017 include:

- Installing fatigue-detection technology in our entire haul truck fleet, and in other heavy equipment as determined by each site, to help reduce the number of fatigue-related events for personnel undertaking high-risk work;
- Aligning our global mental health framework to region-specific mental health plans;
- Finalizing and implementing a Community Health Standard and integrating the health impact assessments into our overall social impact assessment process;
- Completing a health risk assessment at Merian to collect the data needed to identify any exposures in exceedance of the occupational exposure limits (OEL) and to form the development of action plans;
- Increasing our focus on the cardiovascular component of our wellness efforts through fun and engaging physical activity challenges, and improving our ability to quantify the impact of our wellness programs;
- Reviewing our current standards, workplace exposures and medical programs, updating them as appropriate and integrating them into our global Integrated Management System (IMS); and
- Initiating work to integrate the relevant United Nations Sustainable Development Goals (SDGs) into our business. For the “good health and well-being” goal (SDG-3) – one of our five priority SDGs and where we have in place many existing systems and projects, such as our infectious disease prevention and exposure reduction programs – we will work to set meaningful targets that align with and have the greatest impact on the goal. Recognizing the need for public-private partnerships in achieving the goals, we will also seek opportunities for collaboration both within our industry and across sectors.



## Health – Case Study

# Combating Fatigue Through Technology and Sleep Studies

Falling asleep on the job when you work at a desk may result in a reprimand by your manager, but when you operate a 200-ton haul truck it can be deadly. In fact, at Newmont's operations, fatigue is related to many of our events that have the potential to result in significant consequences.

To address this critical health issue, we evaluated some unique and innovative solutions. In 2016, our Carlin team in Nevada tested Caterpillar's Driver Safety System (DSS), a computer-based technology that analyzes a driver's face and vibrates the seat and sounds an alarm when he/she is distracted or falling asleep. One of the critical findings from the evaluation was that the technology helped decrease fatigue and distraction events by 87 percent and 68 percent, respectively.

Another component of the DSS being tested by 50 volunteers is a Smartband. A form of wearable technology similar to a Fitbit, Smartbands monitor a driver's sleep and wake periods and calculate the data into an effectiveness score. Scores approaching 70 percent indicate the driver is fatigue impaired.

"The DSS is helping drivers learn not only about their own unique signs of fatigue or distraction, but also how lifestyle changes can reduce their incidents of fatigue and possibly improve their health over the long term," said General Foreman Dave Sirotek.

In 2017, we plan to deploy DSS technology on our entire haul truck fleet outside of Ghana. Our Ghana operations will implement an alternative driver fatigue monitoring technology called OpGuard. Sites also will evaluate opportunities to deploy the technology in other equipment, such as water trucks and mass transport vehicles.

The KCGM team in Australia is addressing fatigue through an innovative sleep study program. Initially conducted with a select group of volunteers, the program expanded to include more than 250 truck drivers due to the positive response.

All participants in the study attended a sleep disorder awareness session with a physician who specializes in sleep medicine, and many followed up with an individual consultation. More than 100 people were referred for overnight sleep studies, and around 50 people received referrals for further diagnostic tests, such as an electroencephalogram (EEG) that monitors brain waves to help diagnose sleep disorders.

Two weeks later, participants attended a follow-up session that discussed the psychological and physical requirements for quality sleep and their own and their supervisor's obligations for managing fatigue.





# OUR WORKPLACE

## Approach

Our global workforce is the foundation of our business. We recognize our long-term success depends on fostering a work environment that promotes an inclusive culture where everyone has the opportunity to contribute, develop and work together to deliver our strategy.

These efforts are guided by our **Code of Conduct** and our global **People Policy**, which states our commitment to select and develop our employees and establish a work environment where everyone takes part in reaching our goals while feeling a sense of pride in working at Newmont.

Supporting these commitments are our global standards on Employment; Compensation and Benefits; Global Inclusion and Diversity; Labor Relations; Conduct and Non-Discrimination; and Talent and Performance Management.

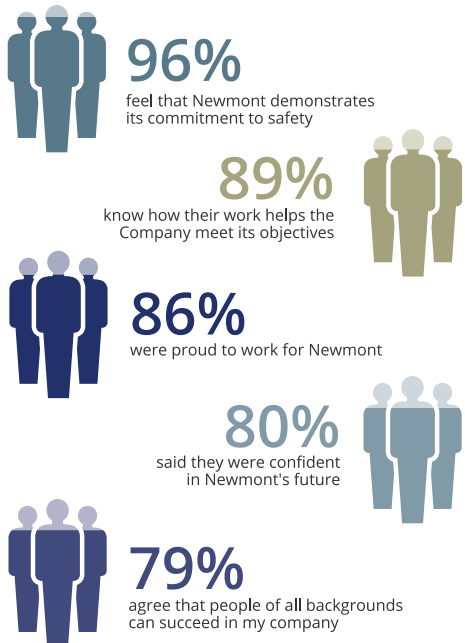
Our human capital strategy ensures our talent management efforts support the execution of our overall business strategy. It focuses on leadership and talent development, employee value proposition, labor relations, growth and stability, and the next generation workforce.

Another key strategy element is global inclusion and diversity, which are core values and strategic priorities for Newmont. Our global inclusion and diversity strategy focuses on three key areas: integrating principles, practices and content into the workplace to encourage inclusive behaviors; increasing the representation of women, nationals, local and indigenous people (where applicable) and other diverse people throughout our workforce; and establishing community partnerships that support the development of a diverse talent pipeline and our values of inclusion and diversity.

We set diversity representation targets to help clarify our priorities and evaluate the effectiveness of our efforts. Feedback from employee surveys – as well as quarterly updates to the executive team and Board of Directors’ Leadership Development and Compensation Committee and annual updates to the full Board – provide an opportunity to review our progress and adjust our approach as needed.

## 2016 Performance

### Employee survey results



During the year, we conducted a global employee engagement survey that asked employees across our global operations for honest feedback about their attitudes and perceptions as members of the Newmont team. More than 10,000 employees shared their views on matters that help us understand levels of engagement, alignment with our strategy and values, and manager effectiveness. Findings from the survey include:

- Overall employee engagement remained strong – well above the industry benchmark – and increased from the previous survey conducted in 2014.
- Among the areas of highest engagement: 89 percent of employees felt they know how their work helps the Company meet its objectives; 86 percent were proud to work for Newmont; 80 percent said they were confident in Newmont’s future; and 71 percent felt there was a clear direction from senior leadership.
- Opportunities for improvement were related to manager effectiveness at the local level and increasing our commitment to inclusive and trust-building behaviors. Action plans were developed and implemented to address improvement and maintain our areas of strength.

At the end of 2016, Newmont’s global workforce comprised 10,804 employees and 9,312 contractors, a decline of around 25 percent compared to 2015. The decrease was largely due to the divestiture of our Batu Hijau operation in Indonesia, slightly offset by additions to our reporting from KCGM in Australia and Cripple Creek & Victor in the United States.

## Diversity and global inclusion

Results from our global employee survey indicate that a majority of employees believe people of all backgrounds can succeed at Newmont (79 percent); the Company demonstrates its commitment to inclusion (79 percent); and it is committed to diversity in the workplace (70 percent). However, female leaders recorded lower scores than their male counterparts, confirming that we have more work to do.



Efforts during the year to make inclusion a cultural norm at Newmont included:

- We established additional employee-led, executive-sponsored business resource groups (BRGs), which foster the exchange of ideas and promote diversity of thought on important workplace matters. At the end of 2016, we had a total of 16 BRGs (up from zero in 2013), with every region having at least two. The newest BRGs include five Women and Allies networks – at Cripple Creek & Victor in Colorado, Yanacocha in Peru, and three in Ghana (one at each operating site and one at the regional office).
- Our **executive leadership team attended an unconscious bias training workshop**, and 350 employees in Nevada and all superintendents and managers in Australia participated in unconscious bias training to better understand the impact of conscious and unconscious bias in the workplace.
- At our headquarters, more than 100 employees who work and interact with our global workforce participated in an inclusive leadership workshop.
- In Australia, we piloted a mentoring program that focused on providing senior leadership mentors for diverse employees to help guide their career development.
- As a follow-up to our global employee survey, we engaged an external party to conduct internal interviews to better understand different perceptions about Newmont's progress in embedding a culture of inclusion and diversity. The findings will be used to inform our 2017 plans.
- We received a perfect score of 100 percent in the Human Rights Campaign (HRC) Foundation's 2017 **Corporate Equality Index (CEI)**, which rates large U.S. employers on their company policies and practices related to lesbian, gay, bisexual and transgender workplace equality.
- We engaged with industry peers and stakeholders to expand our understanding of inclusion and diversity and share best practices through sponsorships and active participation in events and forums including the Colorado Women in Leadership Symposium, the Women in Mining West Australia Summit, the Elko Women's Expo, and the Diversity in the Minerals, Metals, and Materials Professions Conference at Northwestern University.

Work to increase the representation of women, nationals, local and indigenous people (where applicable) and other diverse people throughout our workforce included:

- Our site-based local and indigenous employment performance is discussed in greater detail in **Local Employment and Business Opportunities**.
- At the end of the year, representation of women among all employees increased from 11 percent in 2015 to 14.8 percent, primarily due to the divestiture of the Batu Hijau mine in Indonesia. We maintained strong representation by women on our executive leadership team and named **Noreen Doyle the Chair of our Board of Directors**.
- At the end of 2016, Ghanaian nationals represented 42 percent of our regional leadership team and 86 percent of managers. In Peru, 64 percent of the regional leadership team and 97 percent of managers were Peruvian nationals. Around 90 percent of our senior leaders (those at the Senior Director level and above) work in their country of nationality.

## Talent management and skills development

During the year, we refreshed our human capital strategy to address shifts in priorities and increase our focus on the needs of next generation workers. We also enhanced our global university strategy to strengthen relationships with universities around the world and invest in internships and rotational assignments.

Our employee engagement survey identified the opportunity to increase our focus on career development and provide more meaningful employee feedback. In 2016, we launched an online self-service Employee Profile tool. Connected to individual development plans, the tool allows employees to document their experience and career interests including mobility preferences, certifications, languages spoken and roles they would like to be considered for in the future.

Newmont strives to provide all employees feedback on their performance. The structure of that feedback varies among locations, job categories and workforce agreements. Of our total employee population, around 76 percent participated in a formal performance review process. Where no formal process for performance management exists, we follow local protocols to connect employee skills and competencies to business performance. We are working to improve our analysis and reporting on performance review data, so we can disclose both employee category and gender information in future reports.

We invested approximately \$7.9 million in training and development programs that include on-the-job development and technical training for specific job functions, formal training and development programs and ongoing education opportunities through apprenticeships, tuition assistance, and scholarships to universities and technical schools.

During the year, we aligned our leadership development processes to our global employee engagement survey to increase people managers' focus on the engagement and retention of their team members. Through our High Performance Leadership program, nominated employees participated in a five-day customized program designed to develop key leadership skills and establish global cross-functional relationships to support leadership success.

The employee-initiated turnover rate increased to 5.0 percent during the year, compared to 3.2 percent in 2015.

## Future Focus

We will continue work to develop the next generation of Newmont mines and global leaders. Key milestones in implementing the strategy over the next year are as follows:

- We will assess our current programs and performance against the goals stated by the **Paradigm for Parity coalition**. Supported by Newmont President and CEO Gary Goldberg and led by business leaders, academics and board members – including Newmont Board members Noreen Doyle, Veronica Hagen and Jane Nelson – the coalition outlines specific actions to achieve full gender parity by 2030, with a near-term goal of women holding at least 30 percent of senior roles.
- We will continue to implement our strategy to recruit the next generation of Newmont team members through engagement with universities around the world and investments in internships and rotational assignments.
- We plan to introduce new leadership development offerings and focus on the effectiveness of all leadership and career development programs.
- We aim to incorporate more self-service tools that empower employees to manage their career development, benefits and other elements of their employment with Newmont.
- We will initiate work to integrate the relevant United Nations Sustainable Development Goals (SDGs) into our business. For the “gender equality” goal (SDG-5) – one of our five priority SDGs and where we have in place many existing systems and projects, such as our work with the **Women's Consultative Committee in Ghana** – we will work to set meaningful targets that align with and have the greatest impact on the goal. Recognizing the need for public-private partnerships in achieving the goals, we will also seek opportunities for collaboration both within our industry and across sectors.
- To reflect the sale of our operations in Indonesia, we revised our target to increase the enterprise-wide representation of women in the workforce to 15.3 percent by 2018.



## Our Workplace – Case Study

# Fostering Inclusion and Diversity Beyond the Mine

Newmont operates in areas rich in diversity of culture, experience, thought, race and ethnicity. Our commitment to recognize, respect and leverage each other's differences and similarities extends beyond our employees and mine boundaries and into the communities where we operate.

Creating greater gender diversity in a predominantly male industry is among the priorities of our inclusion and diversity journey. One way we work toward addressing this issue is by supporting and partnering with community programs that share our goal to expand economic opportunities for women.

At our Ahafo mine in Ghana, the Newmont Ahafo Development Foundation (NADeF) established the Women's Consultative Committee (WCC) in 2008 to ensure women were consulted on decisions such as land access, job opportunities and community development.

The WCC is a community-led organization made up of women that include traditional tribal authorities such as queen mothers, elected representatives and association members. In addition to skills training, capacity building and health awareness programs, the WCC also economically empowers women through its Self-Help Fund, which disburses loans to WCC members and other women in the Ahafo communities. These loans give women direct banking experience and a source of funding for their business ventures as long as repayments are made.

"When Newmont started mining here in Ahafo, they realized women in the area were quite inhibited. That was because we thought that, as women, our only place was in the kitchen. We didn't know about women's rights, how to speak in public, and we didn't know we could do things that men do," said Mary Aboagye, the WCC representative for Wamahinso. "Through the WCC trainings, I became an assemblywoman, and I have also been recruited by an NGO, Mission of Hope, to educate the community on child rights."

In 2016, both the Africa and corporate Women and Allies employee-led business resource groups (BRG) engaged the WCC to share and better understand their story. This motivated the corporate Women and Allies BRG to raise more than \$8,200 for the Self-Help Fund through donations and Newmont's Matching Gifts Program.

Other notable programs in 2016 to support economic opportunities for women in host communities include:

- The Yanacocha operation in Peru sponsored the Unidades de Crédito y Ahorro de Cajamarca (UNICA) microfinance project that supports low-income rural families in the region. Around 55 percent of the UNICA participants are women, and over the last three years, UNICA provided financial literacy training to more than 2,200 women and supported 15 women-owned enterprises through loans and financial assistance. Yanacocha also partnered with Our Lady of Mercy technical school in Cajamarca to provide technical and trade skills training for 1,400 female high school students and 240 mothers in 2016.
- In Australia, we sponsored The Big Issue's Women's Subscription Enterprise – an initiative focused on creating employment opportunities for homeless, marginalized and disadvantaged women.
- At our Merian mine in Suriname, we organized skills training for a local women's group that provides baked goods to the mine.





## Approach

Protecting workers rights and providing a safe and respectful workplace free from discrimination, harassment and violence are vital for maintaining a competitive advantage through our people.

Our **Code of Conduct** (the “Code”) and **People Policy** guide our approach and detail our commitment to protecting our employees and their rights. Supporting this Code and policy are our global standards on Employment; Compensation and Benefits; Global Inclusion and Diversity; Labor Relations; Conduct and Non-Discrimination; and Talent and Performance Management.

We recognize and respect our employees’ right to join a union and engage in collective bargaining without interference or fear of retaliation. With around half of our workforce represented by a union, bargaining unit or workplace agreement, unions are key business partners. Through ongoing engagement with all the unions that represent our employees, we aim to avoid labor unrest and work stoppages that can cost our business and create distrust. We have collective bargaining agreements (covering wages, benefits and other employment terms) with unions in Australia, Ghana, Peru and the United States. During contract negotiations, guidelines help regions balance the interests of represented employees with those of the business. Our overall goal is to evolve the collective bargaining negotiation process to one based on collaboration.

Newmont commits to a timely disclosure of significant operational changes to all employees. Of our seven operations with collective bargaining agreements, the minimum notice period for communicating operational changes is four weeks at three of our sites. The minimum notice period at Ahafo and Akyem in Ghana is seven days for operational changes and three months for a reduction in workforce, and at Tanami in Australia, it is one to four weeks, depending on the worker’s length of service. Yanacocha does not have a minimum notice period requirement.

## 2016 Performance

Concerns about workers rights can be raised through our site-based **complaints and grievances (C&G) mechanism and registers**, our online **Ethics Solutions Tool**, or a manager or human resources representative.

Through the Ethics Solution Tool, in 2016 we investigated 109 substantiated cases of misconduct or inappropriate behavior that often involved issues between employees and their managers. These cases include issues raised in Indonesia, prior to our divestiture of the Batu Hijau mine. Actions based on the investigations’ findings ranged from counseling to termination of the employees involved. There were also eight grievances or allegations related to human rights submitted through and managed by our human resources function with support from other functions as necessary. Additional information about these allegations and outcomes is discussed in the **Human Rights** section of this report.

We experienced many changes in our workforce during the year with the divestiture of our Batu Hijau operation in Indonesia and entering commercial production at Merian in Suriname and Long Canyon in Nevada.

During the year, we reached a three-year agreement with the union covering approximately 1,600 hourly employees at our Carlin operation in Nevada. In Ghana, where our collective bargaining agreements with the union representing employees at Ahafo and Akyem expired in 2014, we concluded 2015 wage negotiations in early 2016 and agreed on a more collaborative engagement process going forward. Negotiations relating to 2016 wages were ongoing as of the end of 2016. In Peru, we signed a three-year collective bargaining agreement with one of the two unions (SINDEMY) representing Yanacocha employees, and we entered arbitration with the other union (SITRACOMY) that resulted in acceptance of a one-year proposal.

Despite a prolonged negotiation process in Ghana, there were no strikes or lockouts at any of our operations in 2016.

## Future Focus

We seek to maintain positive and collaborative relationships with the unions that represent our employees. In Ghana, we will negotiate agreements for conditions of service over the next three years and on a wage-adjustment framework for future labor contract negotiations. In Peru, we will work toward negotiating a multi-year agreement with SITRACOMY to provide greater certainty and stability for both the business and our workers.





**Workforce Rights – Case Study**

# Aligning Employee Benefits to Our Strategy and Values

A well-designed employee benefits program can help companies engage employees, compete for top talent and increase productivity. At Newmont, our People Policy and supporting standards state our commitment to provide employees with a competitive total rewards package in all locations.



To be sure we were fulfilling this promise, in 2016 we completed an analysis of the benefits we currently offer in every region. In partnership with an external human resources consultant, we collected data, benchmarked ourselves against industry competitors and other local organizations with which we compete for talent, and reviewed where we are today and where we want to be in the future.

Among the key findings from the review:

- Our benefits comply with global benefit standards and respective local regulations; and
- Our benefits are at or above market in all the regions where we operate.

The review also identified the opportunity to create a strategy for consistently managing our benefits on a global level to improve alignment to our values; ensure employees have the right level of coverage regardless of work location; and create efficiencies and reduce costs.

The findings helped inform the development of a global benefits strategy. Tailored to geographic and culture-specific needs, the strategy – combined with our benefits philosophy and governance – will help us identify those benefits that support specific aspects of our business strategy and values. For example, increasing our focus on employee wellness benefits can lead to increased employee satisfaction and engagement, which ultimately benefits Newmont through higher productivity and profitability.



## Economic and Social Performance

### Value Sharing

### Local Employment and Business Opportunities

### Community Investments

### Community Relationships

### Indigenous Peoples

### Resettlement and Land Use

### Case Studies

Providing jobs, paying taxes and royalties, sourcing with local businesses, investing in community programs and infrastructure, and fostering mutually beneficial relationships are crucial for our long-term success and ability to be a catalyst for sustainable socio-economic development.





## Approach

Our ability to explore for, develop and operate mines near communities around the world depends on our ability to do so in a manner that creates social and economic benefits in the surrounding communities. The jobs we generate, goods and services we procure, investments we make in community programs and infrastructure, and taxes and royalties we pay to national and local governments can help catalyze socio-economic development, support essential government services and programs, and raise the standard of living in host communities. We are committed to strong governance, multi-stakeholder engagement, and transparency around payments to local and national governments in order to increase accountability, develop trust, create mutual value and reduce corruption.

This commitment is stated in our **Sustainability and Stakeholder Engagement Policy** and supported by our standards and systems. We also have long supported the International Council on Mining and Metals’ (ICMM) **Principles for Sustainable Development**, and have begun to integrate the **United Nations’ Sustainable Development Goals (SDGs)** into our business.

As a founding member of the World Economic Forum’s Partnering Against Corruption Initiative (PACI), we commit to its principles for countering corruption, which are anchored by a CEO pledge to zero tolerance for bribery in any form and a commitment to implement a company-wide anti-corruption program. We are committed to the principles and objectives of **Publish What You Pay** – an international coalition of NGOs that advocates for more transparency and accountability in the extractive industry and greater input from citizens on how revenues are spent.

We work to improve transparency and accountability in the extractive industry through our active involvement in the **Extractive Industries Transparency Initiative (EITI)**, a global anti-corruption watchdog group that brings together governments, companies, investors and NGOs. The EITI process involves reconciling company payments with government receipts from oil, gas and mining activities. We support the initiative’s implementation in countries where we operate and are members of the U.S. EITI Multi-Stakeholder Group. Among the countries where we operate, **Ghana** and **Peru** are listed as making “Meaningful Progress” against the EITI standard; the **U.S.** is a candidate country; and **Australia** and Suriname announced in 2016 their intention to implement the EITI.

To better understand and measure our indirect and induced impacts – such as how workers and suppliers spend their wages and how governments spend our payments on public services – in a more holistic manner, we have commissioned independent socio-economic impact assessments, such as the one **at our Ahafo mine** in Ghana.

## 2016 Performance

In 2016, Newmont’s direct economic contributions totaled \$5.81 billion, including \$394 million in taxes, royalties and other payments to governments; \$3.48 billion to suppliers; \$1.3 billion in employee wages and benefits, and \$16 million in voluntary contributions to communities.

Among the notable activities we undertook during the year to create mutual value and improve governance around government payments, were the following:

- Prior to entering commercial production at our Merian operation in Suriname, we signed an extensive **Cooperation Agreement** with the Pamaka community that includes eight focus areas – participatory monitoring, preferential employment, preferential procurement, feedback, complaints and grievances, small-scale mining, safety, communications and the creation of a **Community Development Fund**.
- To better understand where we can make the most significant contribution to the **United Nations Sustainable Development Goals (SDGs)**, we conducted an internal mapping exercise to **define our approach to integrating the SDGs into our business**.
- Newmont President and Chief Executive Officer Gary Goldberg **spoke at the opening plenary** of the Extractive Industries Transparency Initiative (EITI) annual meeting where he praised the work of the EITI and expressed support for efforts to improve implementation of EITI recommendations. In December, **the U.S. published its second annual EITI report**, and Suriname began preparations to apply to the EITI for candidate country status.
- Yanacocha engaged with stakeholders to discuss the **operation’s potential closure and expansion plans**.

### 2016 Economic value distributed (in millions)

Country	Operating costs	Employee wages and benefits	Payments to providers of capital	Payments to governments	Community investments	Total
Australia	\$1,080	\$348	\$1	\$272	\$2	\$1,703
Ghana	\$206	\$75	\$0	\$78	\$4	\$363
Peru	\$559	\$104	\$300	\$101	\$5	\$1,069
United States	\$1,631	\$768	\$326	\$(57)	\$5	\$2,673
Total	\$3,476	\$1,295	\$627	\$394	\$16	\$5,808



2016 Economic value generated (in millions)

Country	Revenues
Australia	\$2,851.3
Ghana	\$1,027.1
Peru	\$801.1
United States	\$3,056.3
Total	\$7,735.8

2016 Economic value retained\* (in millions)

Country	Total
Australia	\$1,148
Ghana	\$664
Peru	\$(268)
United States	\$383
Total	\$1,927

\* "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).

2016 Taxes and royalties (in millions)

Country	Government royalties	Taxes	Total
Australia	\$111	\$161	\$272
Ghana	\$36	\$42	\$78
Peru	\$4	\$97	\$101
United States	\$0	\$(57)	\$(57)
Total	\$151	\$243	\$394

Note: The negative payment of U.S. taxes reflects the receipt of refunds for overpayment of taxes in previous years that were realized in 2016.

Financial credits from governments received in 2016 totaled \$103 million. This includes \$65 million for diesel fuel rebates in Australia, \$39 million from Ghana for VAT rebates and a 2.5 percent lower effective tax rate as per our investment agreement.

Future Focus

We will initiate work to integrate the relevant **United Nations Sustainable Development Goals (SDGs)** into our business. This work includes identifying existing systems and ongoing projects and programs related to each of **our five priority SDGs**; setting SDG-related targets; improving our reporting on outcomes; forming global partnerships to meet goals and targets; and increasing our transparency on how we perform against our commitments.

Outside of our work on the SDGs, areas of focus include:

- Developing a more structured approach to estimating the direct economic value our mining operations and projects provide to the local and national economies. This approach also includes estimating the economic value generated by Newmont’s supply chain activities, indirect and induced economic impacts, and potential future projects.
- Continuing to build strong and constructive relationships with the governments in those countries where we operate, particularly in Ghana, Peru and the United States where new Presidents were elected in 2016.
- Across our operations, we will continue to collaborate with government, civil society and industry stakeholders on reforms needed to improve transparency and ensure revenues generated by mining reach the areas most impacted by it. We will continue our support for Suriname’s efforts to apply for candidate country status under the rules of the Extractive Industries Transparency Initiative (EITI) and will continue efforts to implement EITI in the United States as members of the U.S. EITI Multi-Stakeholder Group.



## Value Sharing – Case Study

# Contributing to the Realization of a More Sustainable World

In 2015, more than 130 heads of state at the United Nations (UN) Summit on Sustainable Development adopted 17 sustainable development goals (SDGs) that aim to end poverty, protect the environment and promote prosperity by 2030.



Because businesses, particularly mining companies, are expected to substantially contribute to the SDGs, in mid-2016 the UN Development Programme (UNDP) – together with the World Economic Forum (WEF), the Columbia Center on Sustainable Investment, and the Sustainable Development Solutions Network – published the *WEF Atlas*, which maps the linkages between mining and the SDGs.

The *WEF Atlas* concluded that the mining industry has the opportunity and potential to positively contribute to all 17 SDGs. It also recognizes that these impacts vary and success requires partnerships between governments, the private sector, communities and civil society.

## Our approach

In 2016, we conducted a comprehensive mapping exercise of Newmont’s current contribution to the SDGs. This exercise involved completing a baseline assessment of specific programs at each site and region as well as conducting a desk-based review of Newmont’s policies, standards and existing targets. The mapping informed a process of prioritizing the SDGs in alignment with the Company’s community investment and development strategy.

We determined that among the 17 SDGs, we contribute significantly to 12 (SDGs 1 through 8, 12, and 15 through 17) and partially to two (SDGs 9 and 13).

We discussed the findings from the mapping exercise with leaders of our global sustainability and external relations team; developed key criteria to identify those SDGs which are most relevant and aligned to our business strategy to prioritize our development of improved metrics indicators; and benchmarked how other companies were approaching the SDGs.

Our approach for 2017 and beyond is informed by this work, identifying opportunities to contribute to the relevant goals, building on our strengths and filling gaps where they exist. For example, we determined that, in general, we are strong at reporting on outputs – such as how much we invested and how many people enrolled in a program – but we have room to improve reporting on outcomes (e.g., improved literacy and decreased malnutrition).

Based on this analysis, we identified five SDGs that align with our business and areas where we can have the most impact on the goals:

- SDG 3 – Good health and well-being
- SDG 5 – Gender equality
- SDG 6 – Water and sanitation
- SDG 8 – Decent work and economic growth
- SDG 17 – Partnership for the goals (because this is a key delivery mechanism for the goals and no one company can achieve the goals on their own)

## Next steps

We will begin a global, cross-functional effort throughout 2017 to understand existing systems, define our approach, and adapt and/or develop meaningful SDG-related targets. Beginning in 2018, we will further integrate priority SDGs into our business operations and will seek to report against outcomes to better demonstrate how we contribute to the sub-goals/targets.





## Approach

Hiring locally and sourcing from local suppliers benefits host communities in many ways including reduced poverty, improved skills and the opportunity to achieve long-term growth and economic diversification. The right to an adequate standard of living is a salient human rights issue associated with our business activities, and increasingly, local employment and procurement are important tools to help mitigate risk and maximize opportunities by building community and government support, reducing costs, improving efficiencies and creating a more inclusive and diverse workplace.

Our commitment to provide local employment and economic development opportunities is stated in both our **People Policy** and **Sustainability and Stakeholder Engagement Policy**. Our Local Procurement and Employment Standard sets the minimum requirements to ensure our operations create direct and indirect jobs and business opportunities aligned with stakeholder expectations.

All sites must develop plans, based on data from baseline studies and input from relevant stakeholders, that promote local employability and skills development, diversity of the workforce, small business development and sustainable business opportunities, and, where applicable, set local employment and procurement targets. Annual reviews of these plans measure their effectiveness and identify opportunities for improvement.

We also engage with local stakeholders to agree on definitions and qualifications related to the three categories we use to designate businesses, contractors and employees – “local-local” (associated with the direct site-impacted area), “local” (local to the area or region) and “national” (associated with the host country). In Australia, we also include an “indigenous” subcategory to the local-local classification.

Ongoing engagement with local stakeholders regarding job and procurement opportunities and our recruiting and procurement procedures helps ensure alignment with expectations and commitments.

All suppliers – even specialized local micro-enterprises – must **undergo screening, agree to our contract terms** and meet our quality, delivery, service and competitive pricing requirements. In regions where gaps in local capacity exist, we work with governments and NGOs – as well as our current suppliers – to train and develop the skills or capacity needed to become employed by or a supplier to Newmont.

## 2016 Performance

### Local employment and skills development

Aligning local and indigenous employment with our broader **global inclusion and diversity strategy** was a significant area of focus for us in 2016.

Efforts to meet our site-based local employment targets are summarized in the following table. Our sites in our North America region do not set local employment targets as the workforce is largely from the local area. However, our Nevada sites actively promote employment opportunities to Native American communities.

2016 Local employment performance		
Region	Site(s)	2016 Local employment performance
Africa	Ahafo	At the end of 2016, local community members represented 39.2 percent and 47.1 percent of the total workforce (inclusive of contractors) at Ahafo and Akyem, exceeding our targets of 24 percent and 35 percent, respectively. The longer-term employment commitment at our Akyem operation is 50 percent within 10 years of commencing operations.
	Akyem	
Australia	Boddington	In Australia, we seek to surpass the targets identified within our agreements with the Gnaala Karla Booja Native Title Claimants of Boddington and the Warlpiri people of Tanami.
	KCGM	At the end of 2016, aboriginal employment at Boddington and Tanami (inclusive of contractors) totaled 89 and 94 individuals, respectively. Boddington exceeded its target of 82 while Tanami increased aboriginal employment by five individuals compared to 2015 but missed its target of 99.
	Tanami	At KCGM, aboriginal employment reached our target of 3 percent.  Overall aboriginal employment across the region increased to 6 percent from 4.9 percent in 2015.
South America	Yanacocha	Residents from Cajamarca represented 63.2 percent of Yanacocha’s workforce in 2016, exceeding our target of 60 percent.
	Merian	We initiated a formal target-setting process for local employment shortly after entering the commercial production phase in late 2016. At the end of the year, 217 employees – representing nearly 20 percent of the total workforce – were of Pamaka ancestry, of which 34 percent were women. More than 960 employees were Surinamese nationals. In addition, 95 Pamaka employees moved from unskilled to skilled positions during the year.



Activities in 2016 to fulfill our local employment goals and commitments include:

In Ghana:

- Our apprenticeship program offers skilled mechanical and electrical specialist training. Graduates of the program are offered employment in a variety of roles including process operators, specialized trades and maintenance. Out of a total of 182 graduates since the program began in 2005, Newmont currently employs 125.\*
- At the Akyem operation in Ghana, our learnership program provides opportunities for local community members to gain experience in mine processing and operations. Since the program was introduced in 2015, 40 local community members have enrolled in the six-month program and eight have been hired at Akyem.

In Australia:

- We launched a comprehensive plan focused on three pillars – recruitment, retention, and communication and engagement – to increase indigenous participation opportunities across the region’s sites. Among the key programs to support the plan:
  - *Recruitment* – Seven participants in Boddington’s Gnaala Work Ready program graduated from the program and were offered permanent employment contracts.
  - *Retention* – We conducted cultural competency training for supervisors at all our Australian operations to better understand one’s own values and identity, acknowledge the differences among the larger social structure, and develop the skills for mitigating and overcoming the challenges these differences may present.
  - *Communication and engagement* – We established an Aboriginal University Scholarship at Charles Darwin University that provides scholarships and industry experience to indigenous students considering a career in mining.

In South America:

- Yanacocha’s internship program continued to build professional skills for youth, with a particular focus on the local population. At the end of 2016, 88 percent of the interns were Cajamarquinos and 58 percent were women.
- At the Merian operation in Suriname, which entered commercial production in late 2016, we signed a Cooperation Agreement with the Pamaka communities located near the mine. Among our commitments in the agreement is to ensure those from within the communities and/or of Pamaka ancestry receive preferential consideration for the range of skilled, semi-skilled and unskilled positions.

\* In previous years, we incorrectly included graduates from outside the apprenticeship program, which resulted in an overstatement of total graduates and current employees from the apprenticeship program.

Local procurement and capacity building

Globally, we set a total local spend goal of \$393 million in 2016, which we exceeded by around \$108 million, largely due to a decision to re-evaluate and reassess an in-sourcing initiative in Australia. Our local procurement targets are, in large part, regionally based due to the number of shared contracts and multiple mine sites we operate in Australia, Ghana and North America. Our local procurement targets for Yanacocha and Merian are more site-based due to their remoteness and geographic distance from other regional operations.

Among the notable local supplier programs and events during 2016:

- Our **Ahafo operation was honored** by the Association of Ghana Industries and the Ghana Chamber of Mines for its leadership role and commitment to local content development in the country.
- We formally met with a Ghanaian delegation of local business owners and regulatory leaders to discuss ways we could further collaborate and expand future opportunities for local business owners in Ghana.
- In Ghana, we also executed a regional agreement with WAFOR, a local-local grinding media supplier based in Accra, to supply at least 50 percent of the grinding media requirements at Ahafo and Akyem.
- In Australia, our Boddington operation introduced a supply chain program for aboriginal contractor hiring, and we contracted with a 100 percent indigenous-owned earthmoving contractor for backfill work at our Woodcutters legacy site in the Northern Territory.
- At our North America operations, we executed new regional agreements with Tesoro for diesel fuel sourced from its Salt Lake City refinery and with Cyanco, a cyanide supplier with manufacturing locations in Winnemucca, Nevada and Houston, Texas.
- Our Yanacocha operation partnered with the South Senati Trade School in Cajamarca to support students studying mechanical maintenance and machinery. Students can also get hands-on career training and experience through internships with Yanacocha. The decade-long partnership has helped nearly 400 Cajamarquino students, and more than half of them currently work for companies in the mining and construction industries.
- At our Merian operation, we completed a study to assess the local content potential and evaluate the requirements needed to build a successful local content program. The mine’s leadership team also hosted an event with more than 300 local vendors and suppliers, and we supported the establishment of a much-needed service station along the remote road between Paramaribo and the Merian site.

	Expat	Local	National
Employees	77	2,716	8,011
Contractors*	109	4,045	2,934

\* Note: Contractors figures only include those sites that track by local and national categories and, when combined, equal an amount less than our total number of contractors.

2016 Local and national employee representation

	Expat	% of total employees	Local	% of total employees	National	% of total employees	Total	Total %
Senior management	13	<1%	3	<1%	113	1%	129	1%
Management	38	<1%	216	2%	1,070	10%	1,324	12%
Non-management	26	<1%	439	4%	1,834	17%	2,299	21%
Hourly	0	0%	2,058	19%	4,994	46%	7,052	65%
<b>Total</b>	<b>77</b>	<b>1%</b>	<b>2,716</b>	<b>25%</b>	<b>8,011</b>	<b>74%</b>	<b>10,804</b>	<b>100%</b>

2016 Average salary compared to minimum wage by country

Country	Female average salary	Male average salary	Minimum wage value/year	Ratio of average Newmont salaries for females to local minimum wage	Ratio of average Newmont salaries for males to local minimum wage
Australia	\$81,166	\$101,636	\$25,633	317%	397%
Ghana	\$20,092	\$21,449	\$631	3,184%	3,399%
Peru	\$37,340	\$34,313	\$2,737	1,364%	1,254%
United States	\$82,280	\$80,611	\$15,080	546%	535%

2016 Spending on local suppliers by country (in millions)

Region	Local procurement spend	Local spend as % of total spend	National spend	National procurement spend as % of total spend
Africa	\$18.4	2%	\$299.7	25%
Australia	\$140.1	10%	\$734.9	52%
North America	\$255.6	18%	\$758.7	55%
South America	\$87.5	13%	\$544.5	79%
<b>Total</b>	<b>\$501.5</b>	<b>11%</b>	<b>\$2,337.8</b>	<b>50%</b>

Note: “Local” includes spends categorized as both “local” and “local-local.” For reporting on local procurement spend, our “significant locations of operation” are different than those defined in the report scope, and instead reflect the regional structure and management of our supply chain organization.

Future Focus

Our local employment and procurement targets for 2017, which are determined in the course of the business planning cycle, are as follows:

2017 Local employment target		
Region	Site	Target
Africa	Ahafo	<b>24 PERCENT</b> local-local workforce (including contractors). Targets were set in consultation with the community.
	Akyem	<b>35 PERCENT</b> local-local workforce (including contractors). Targets were set in consultation with the community.
Australia	Boddington	<b>82 INDIGENOUS</b> individuals (including contractors).
	KCGM	<b>3 PERCENT</b> of total workforce (including contractors).
	Tanami	<b>99 INDIGENOUS</b> individuals (including contractors).
South America	Yanacocha	<b>60 PERCENT</b> local employees.
	Merian	Finalize target-setting process and establish targets for 2018.

2017 Local procurement target		
Region	Site	Target
Africa	Ahafo	<b>\$10 MILLION</b> – the decline in the target compared to 2016 actuals is based on the identifiable opportunities within the context of the 2017 regional business plan.
	Akyem	
Australia	Boddington	<b>\$96 MILLION</b> – the increase in the target compared to the 2016 target reflects a re-evaluation and reassessment of the in-sourcing at Boddington and is based on the identifiable opportunities within the context of the 2017 regional business plan.
	KCGM	
	Tanami	
North America	Nevada operations	<b>\$220 MILLION</b> – local procurement for the Cripple Creek & Victor mine is not included in the 2017 target as work to fully integrate CC&V into Newmont processes will continue into 2017.
	Cripple Creek & Victor	
South America	Yanacocha	<b>\$80 MILLION</b> – the increase in the local procurement target compared to 2016 actuals is based on the identifiable opportunities within the context of the 2017 regional business plan.
	Merian	Will conduct local procurement opportunity analysis to establish targets for 2018 and will formally commence vendor qualification process.

We continue to seek opportunities to advance our local employment and procurement programs. With Merian and Long Canyon entering commercial production in late 2016, much of our focus in 2017 will be on ensuring our newest operations are compliant with all policies, standards and operating procedures. Specific areas of focus include:

- Formalizing our approach to local procurement at Merian where we plan to **follow a similar approach to the one we took in Ghana** by establishing a linkages program, developing staff skills through supply chain development courses, and engaging with local artisanal miners on employment and/or business opportunities. Given the remoteness of the mine's location, we also will work to set realistic time frames for local procurement targets.
- Working with the Ghana Chamber of Mines to develop a long-term national policy and supplier development program to help promote sourcing from local businesses within the mining industry and beyond.
- Initiating work to integrate the relevant United Nations Sustainable Development Goals (SDGs) into our business. For the “decent work and economic growth” goal (SDG-8) – one of our five priority SDGs and where we have in place many existing systems and projects, such as our learnership program in Ghana and indigenous training programs in Australia – we will work to set meaningful targets that align with and have the greatest impact on the goal. Recognizing the need for public-private partnerships in achieving the goals, we will also seek opportunities for collaboration both within our industry and across sectors.
- Re-evaluating our approach to local employment and targets to ensure alignment with our overall global inclusion and diversity strategy.





### Local Employment and Business Opportunities – Case Study

## Applying Our Award-Winning Program in Ghana to One of Our Newest Operations in Suriname

Building local industrial capacity is one of the most effective ways to translate mining-induced development into diverse economic growth. At our Ahafo mine in Ghana, Newmont has worked with the government, host communities and local enterprises over the past decade to identify qualified local suppliers and develop local capacity where gaps exist. In 2016, these efforts were recognized by the Association of Ghana Industries (AGI) as well as the Ghana Chamber of Mines, which named Ahafo the Mining Company of the Year in part because of its support for local content.

Among the programs the AGI noted as important in building local capacity was the Ahafo Linkages Program (ALP), which we created in partnership with the International Finance Corporation (IFC) nearly a decade ago.

The ALP's aim was to develop local micro-, small- and medium-sized enterprises that provide goods and services to the mine as well as facilitating the development of non-mining businesses to support a diversified local economy. Since entering commercial production in 2006, Ahafo has awarded contracts to around 500 local businesses through the ALP and other programs. Two companies that benefited from the ALP – Alexiboam Company Ltd. and Sarfpok Ltd. – have themselves gone on to earn industry recognition for their commitments to safety and sustainable development.

While one of our newest operations – the Merian mine in Suriname – is located in an area even more remote than Ahafo, we are working to implement the linkage program and a number of other local business development concepts at Merian. This work aligns with our commitment stated in the formal Cooperation Agreement that Newmont and the local Pamaka community signed in 2016 to promote local employment and procurement opportunities.

# COMMUNITY INVESTMENTS

## Approach

Working with host communities to invest in education, health, local economic development, infrastructure improvements and capacity development programs can help address challenges, catalyze long-term socio-economic development and minimize dependency on the mine during operations and upon closure.

Our commitment to strengthen the communities where we live and work is stated in our **Sustainability and Stakeholder Engagement Policy**. Guiding our approach to equitably improve quality of life and create mutual value is our Community Investment and Development Standard.

Sites must use existing baseline studies, assessments and government development plans, along with robust community engagement, to develop a community investment strategy that identifies each opportunity, along with the resources needed to deliver on the commitment. Each site must review and update its strategy a minimum of every five years.

In addition to the direct investments our operations make toward community infrastructure and social programs, many of our operations – in Ghana, Nevada, Peru and Suriname – have established community foundations or funds that support community needs during the mine life and after operations cease. In Ghana, Peru and Suriname, the foundation Boards include community members to ensure community ownership and participation in the foundation's efforts. While each foundation or fund is unique, investments generally focus on capacity building, community health and education, infrastructure development, and livelihood and skills building.

For all community donations, a transparent process is used to document and review each contribution to ensure compliance with the **Partnering Against Corruption Initiative** (PACI) and Foreign Corrupt Practices Act (FCPA).

We pursue partnerships with NGOs, development organizations and government agencies to ensure our investments effectively address local challenges and opportunities.

## 2016 Performance

Newmont invested approximately \$16 million globally in 2016 to support a wide range of community investments.

To better understand Newmont's impact on community development, in 2016 we conducted a baseline assessment of our community programs. The assessment mapped our existing programs to the United Nations' sustainable development goals (SDGs) and findings were used to identify those **SDGs most directly aligned to and supported by our business**. We then formed a cross-functional working group to position Newmont as a leader in making a meaningful contribution to this new development paradigm.

Among the notable investments and activities in 2016:

### In Ghana:

- The **Newmont Ahafo Development Foundation (NADeF)** supports development projects in the 10 communities near the Ahafo mine. In 2016, Newmont contributed approximately \$935,000 to NADeF, bringing our total contribution since 2007 to \$24.4 million. During the year, NADeF – in partnership with the Bright Generations Foundation – established a bamboo bicycle manufacturing facility to train and employ youth from two local communities. The initial workforce of nearly 40 local youth participated in six months of skills training to prepare for the facility to enter full operations in early 2017. The facility is expected to annually produce 375 bamboo bicycle frames for local and international customers.
- The Newmont Akyem Development Foundation (NAKDeF), which has a similar structure to NADeF, supports development in the communities near the Akyem mine. Newmont contributed nearly \$1.94 million to NAKDeF in 2016 and a total of \$5.8 million since 2013. In 2016, NAKDeF launched the School Feeding Program, which provides free meals to kindergarten and primary school students and has contributed toward notable increases in school enrollment and attendance at the local resettlement school.
- The Ahafo operation commissioned a third-party economic feasibility study to identify viable economic development enterprises that generate jobs and grow the prosperity of the communities near the Ahafo mine. The study prioritized options to stimulate local economic development and included recommendations on strategies to realize the opportunities.

### In Australia:

- We invested over \$2.2 million in monetary and in-kind support during 2016 toward projects to support the long-term success of the communities. Contributions were largely directed toward supporting education, promoting tourism and celebrating indigenous cultures. We became the Western Australia Gold Foundation partner for the Big Issue, the Women's Enterprise Subscription, an initiative focused on creating employment for homeless, marginalized and disadvantaged women.

### In North America:

- The Newmont Legacy Fund – a charitable organization formed by our Nevada employees to contribute to the health and wellbeing of communities across northern Nevada – distributed a total of \$2.44 million to northern Nevada nonprofit organizations in 2016. Of this amount, employees pledged \$1.22 million, which was matched dollar-for-dollar by Newmont. In early 2016, we received the final results of an independent audit of agreed upon procedures conducted in 2015. The auditors found no deficiencies and confirmed that the business procedures and processes in place ensure the funds were accurately accounted for and distributed correctly.



In South America:

- Yanacocha’s Asociación Los Andes de Cajamarca (ALAC) foundation forges public and private partnerships that support sustainable development in the Cajamarca region. ALAC – in coordination with the Fulbright Commission and other institutions – awarded full scholarships to local students to pursue master’s degrees in the U.S., France and Peru. Since the scholarship program began, 17 scholarships have been awarded. During the year, more than 200 teachers were trained in strategies to promote reading, and approximately 45 students participated in the Reporters for Education program, where they met with journalists and became reporters in their schools to promote reading. Due in part to these programs and others that aim to improve the quality of education in Cajamarca, the Ministry of Education presented Yanacocha with the Alliance for Education Award. The six-year Competitive Potato Production project ended in 2016, which allowed 1,668 farmers from 27 villages neighboring the Conga project area to double, on average, potato production.
- In Suriname, the Pamaka community and Newmont ratified the terms of a Community Development Fund (CDF) that will help support sustainable development in the nine villages near the Merian mine. The CDF Board – which includes two representatives each from Newmont, the Suriname government and members of the Pamaka community – will manage the fund. Newmont, which will provide funding, deposited an initial \$50,000 into the fund, and subsequent contributions will be based on the needs of the community as identified by a Surinamese anthropologist who completed an evaluation of the Pamaka community and prepared a regional development plan based on extensive engagement.

2016 Community investments by country (in thousands)

	Monetary community investment	Total in-kind support	Total
Australia	\$2,123.40	\$42.39	\$2,165.79
Ghana	\$3,497.36	\$579.68	\$4,077.04
Peru	\$3,941.51	\$799.87	\$4,741.38
United States	\$3,664.00	\$1,052.00	\$4,716.00
Total	\$13,226.27	\$2,473.94	\$15,700.21

2016 Community investments by type (in thousands)

	Monetary community investments	In-kind community investments	Total
Land use payments	\$904.24	N/A	\$904.24
Civil projects	\$806.57	\$70.48	\$877.05
Community capacity building	\$1,359.00	\$296.17	\$1,655.17
Education	\$1,436.09	\$81.17	\$1,517.26
Farming	\$1,375.79	\$12.55	\$1,388.34
Health	\$593.59	\$116.83	\$710.42
Other activities	\$3,659.84	\$899.37	\$4,559.21
Public infrastructure	\$3,091.14	\$997.37	\$4,088.51
Total	\$13,226.27	\$2,473.94	\$15,700.21

Future Focus

Among the efforts at our sites to invest in the socio-economic development of our host communities:

- At our Merian operation in Suriname, we will develop a roadmap, based on the community assessment completed in 2016, for future development projects within each community.
- In Peru, Yanacocha’s Asociación Los Andes de Cajamarca (ALAC) foundation will complete construction on the expansion of two potable water treatment plants for the city of Cajamarca. The project will increase the existing plants’ capacity by 50 percent to benefit the city’s 268,000 residents.
- Based on the findings and recommendations from the economic feasibility study commissioned in 2016 by our Ahafo operation in Ghana, the Newmont Ahafo Development Foundation (NADeF) plans to implement key strategies, such as promoting cross-community projects and establishing institutional partnerships, to stimulate local job creation and economic development.
- In North America, we will expand the Newmont Legacy Fund to include contributions from employees at our Cripple Creek & Victor mine in Colorado and to support the communities near the mine.

We also are updating our community investment categories to better reflect the way our sites and stakeholders categorize investments. We will begin disclosing our investments using the updated categories beginning in 2017.





### Community Investments – Case Study

## Two Decades of Investing in a More Prosperous Future

Since commencing operations in 1993, our Yanacocha operation in Peru has invested in projects and programs aimed at building a brighter future for the people of Cajamarca. While these investments have gone toward a number of programs – including health, nutrition, electrification and road improvements – they have largely focused on water infrastructure and supply, education and economic development to help communities build capacity and resilience.

Among the more notable of these programs and projects:

- *Water* – Yanacocha partnered with the Cajamarca municipal water authority to improve drinking water quantity, quality and supply reliability for around 180,000 people in the city of Cajamarca. In addition, the operation built two reservoirs – San Jose and Chailhuagon – that have a combined storage capacity of 8.6 million cubic meters. The Chailhuagon reservoir and its associated irrigation canals and family reservoirs serve the rural communities of the entire basin.
- *Education* – Along with building 18 schools, Yanacocha has established 125 educational institutions and 280 school libraries; granted 17 master’s degrees and 60 undergraduate scholarships; and trained more than 300 teachers.
- *Economic development* – Through workshops, training and livelihood improvement projects, Yanacocha helped empower individuals and groups, strengthen the productive capacity and financial wellbeing, and develop the skills needed to perform functions, solve problems, and achieve the communities’ desired goals. For example, Yanacocha’s training and livestock improvement programs benefited more than 3,100 families and increased the per cow daily dairy production by nearly 50 percent. Through the savings and credit union program (UNICA), participants formed a new mechanism of financing micro-businesses while increasing personal savings. In 2016, UNICA financing helped form around 200 organizations – each comprising 10 to 30 families – with a nearly 98 percent loan payback rate.

For more information about these programs and others Yanacocha has supported over the past 20 years, please visit the [online report](#) published in 2016.

# COMMUNITY RELATIONSHIPS

## Approach

Securing the support and acceptance of our host communities is essential to our sustainability as a business. We strive to build relationships based on mutual respect and trust so that together with our host communities we contribute toward social and economic development, improved standards and long-term benefits.

Our **Sustainability and Stakeholder Engagement Policy** outlines this commitment and is supported by our Stakeholder Relationship Management Standard as well as our Social Baseline and Impact Assessment Standard, which detail the minimum requirements to plan, manage and monitor our performance throughout the mine lifecycle.

Our external relations strategy provides the framework to align and enhance best practices, focus on where improvement is most needed, and better integrate community relations objectives – such as **hiring and procurement in local communities** – into the broader business.

Our standards require sites to have a comprehensive strategic stakeholder engagement plan and conduct and/or update baseline studies and impact assessments to inform our approach and identify opportunities for improving the communities' long-term outlook.

Most of these assessments are conducted by external, independent experts and include extensive input and review from the community. Final reports are expected to be made public and available to local communities. Findings from the studies are addressed through our social management plans, which are regularly monitored and evaluated against objectives and requirements.

Our standards also require an open and transparent process where stakeholders' complaints are dealt with fairly and in a timely manner. All sites must maintain a complaints and grievances (C&G) register and ensure stakeholders know how to raise concerns. We use a three-tier system where tier 1 complaints are those that can be resolved between Newmont and complainants without the need for external mediation and/or legal proceedings. These tend to be related to matters that we directly control. If a complaint is unable to be resolved in a timely manner or relies on local systems, it is escalated to tier 2, where an independent mechanism identified by the community – such as a local leader or committee – is used. Disputes that cannot be resolved by the parties involved, typically those that require legal intervention, are categorized as tier 3.

## 2016 Performance

All sites met our global target to resolve at least 90 percent of tier 1 complaints within 30 days. Sites also met the target to implement an auditable process for capturing community commitments and registering such commitments. We will publicly report our performance in completing these commitments beginning in 2017.

At the end of 2016, 100 percent of our sites had conducted or updated a social impact assessment (SIA) in the last five years. During the year, the Phoenix operation in Nevada began work to update its SIA and Cripple Creek & Victor in Colorado began its first SIA, both of which are expected to be completed in 2017. In Ghana, Ahafo updated its social baselines, while Akyem completed the field work to update its social impact assessment, and KCGM in Australia – which Newmont became the operator of in 2015 – conducted its first SIA to meet the criteria set forth in Newmont's standards. The assessment is publicly available **online** and reflects extensive internal and external stakeholder input.

Among our 13 locations with complaint and grievance (C&G) registers, a total of 459 new complaints were recorded in 2016, a 59 percent decline compared to 2015. Fewer complaints in Ghana and Peru – 48 percent and 28 percent lower, respectively – and the divestitures of Batu Hijau in Indonesia and Waihi in New Zealand drove the year-over-year reduction. During the year, 451 complaints were resolved.

- Of the 13 sites with C&G registers, five sites had no formal complaints, seven sites resolved 100 percent and one site resolved 98 percent of tier 1 complaints within 30 days.
- Of the total number of new complaints, 450 (98 percent) were tier 1, two were tier 2 and six were tier 3.
- The average resolution time for all complaints was approximately six days.

Regional community engagement highlights for 2016 include:

- The Ghana Environmental Protection Agency held public hearings to gather input and comments from community members on Newmont's proposed Ahafo Mill Expansion and the Subika Underground project. The EPA public hearings demonstrated broad support of the projects as well as highlighting the importance of identified mitigation actions to reduce overall project impacts on area water resources.
- At our KCGM operation in Australia, the Community Reference Group (CRG), which was established in 1999 and is composed of and chaired by members of the local community, met monthly to discuss KCGM's present operations, future developments and the potential impacts these may have on the Kalgoorlie-Boulder community. Meeting minutes are publicly available **online**.
- Newmont is a founding member of Mining and Faith Reflections Initiative, which brings together the industry and faith-based organizations to discuss and collaborate on ways for mining to more widely benefit society and the environment. During the year, the initiative focused on regionalizing engagement, planning and formalizing the initiative. Related to these efforts, our Nevada team held its first-ever formal meeting with 25 faith leaders from the Elko/Spring Creek area to share ideas for working together to build healthy, sustainable communities.
- At our Yanacocha operation in Peru, we focused on resolving a complex land dispute with the Chaupe family, who alleges human rights violations by Yanacocha. Additional detail about this dispute is discussed in the **Human Rights** section of this report.



- Yanacocha also engaged in a formal dialogue process to address outstanding commitments related to an alleged impact to one of the springs used by the community. During the year, Yanacocha and the Municipality of Baños del Inca reached an agreement to expand the capacity of the Zarcilleja community’s existing potable water system, which will benefit 120 families.
- Yanacocha conducted a communication and consultation process to assess the level of support from the surrounding communities for continuing its operations and developing future projects in the Cajamarca region. More than 80 workshops were conducted with the participation of more than 2,000 urban stakeholders, institutions, local organizations and rural stakeholders from the Yanacocha area of influence. Workshop results indicate that 75 to 80 percent of the participants support the continuation of operations and the development of future projects. The majority of the support is based upon employment and community development opportunities as well as concerns over water scarcity and pollution.
- In Suriname, we signed a comprehensive Cooperation Agreement with the Pamaka community that addresses eight focus areas – participatory monitoring, preferential employment, preferential procurement, feedback, complaints and grievances, small-scale mining, safety and communications – and ratified the terms of a **Community Development Fund**.

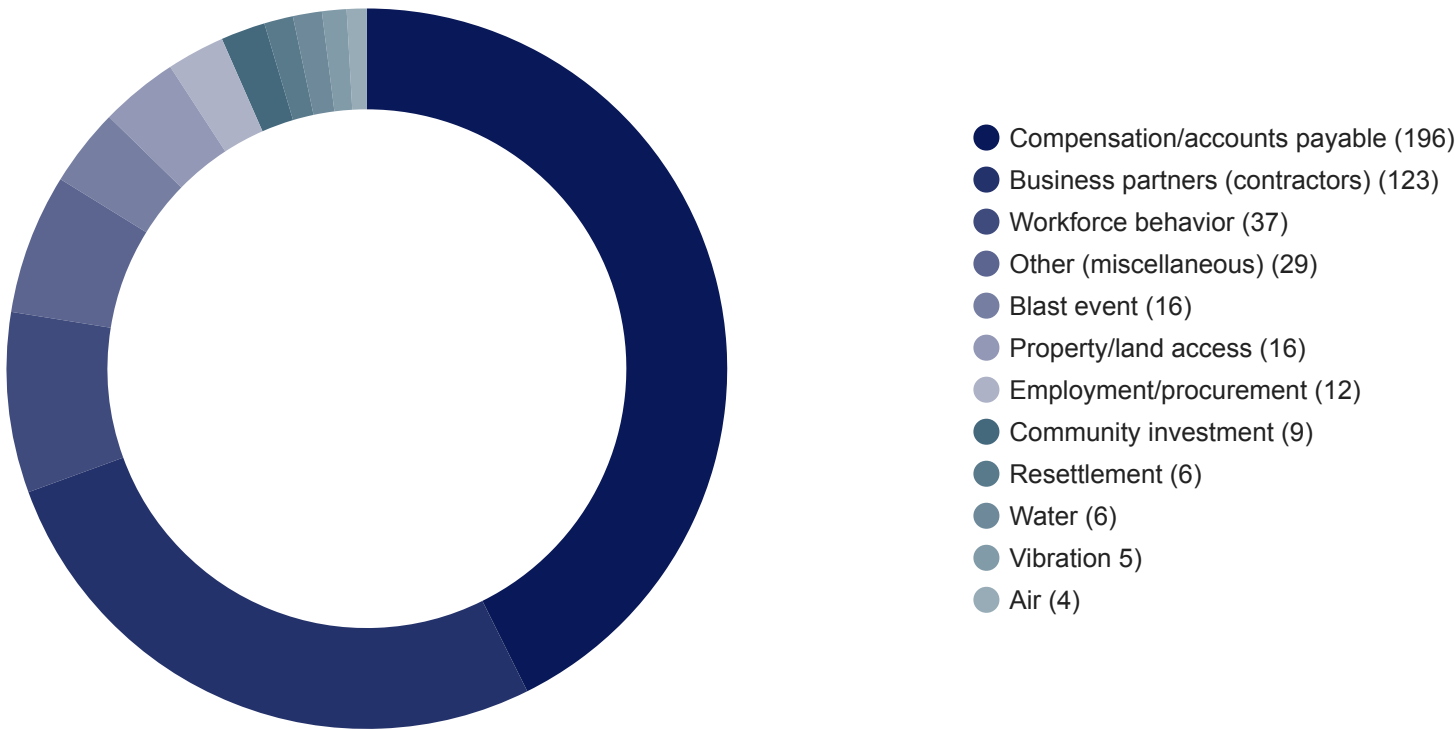
On a global level, we introduced an internal community of practice (CoP) that provides social responsibility practitioners across the Company access to a wide range of expertise to help address challenges and fuel continuous improvement. For example, the CoP helped our Nevada team redesign its SIA process based on lessons learned from other sites prior to conducting the Phoenix and Cripple Creek & Victor SIAs. Our teams in Peru and Ghana also shared lessons learned on implementing a new social acceptance tool used to assess the effectiveness of various management strategies.

As part of our **Integrated Management System (IMS)**, we launched a new stakeholder module to help us better tailor our stakeholder engagement approach to the stakeholder and the situation. We also finalized the protocols for auditing our social responsibility standards through the IMS audit program.

2016 Complaints or grievances recorded on site registers

Site	Number	Percent resolved within 30 days
Ahafo	181	98%
Akyem	56	100%
Boddington	11	100%
KCGM	24	100%
Tanami	0	N/A
Perth	0	N/A
Carlin	1	100%
CC&V	0	N/A
Long Canyon	0	N/A
Phoenix	1	100%
Twin Creeks	0	N/A
Yanacocha	170	100%
Merian	15	100%
Total	459	

Complaints by category



Note: These numbers represent the total number of complaints and grievances registered with Newmont in 2016. The totals include complaints and grievances from our regional office in Perth, Australia and our two operations that entered commercial production in the second half of 2016, Merian and Long Canyon.



# Future Focus

Addressing concerns before conflicts arise is a key commitment we make to host communities. Because we exceeded our 2016 target related to complaints and grievances, we raised our 2017 target for all sites to close 100 percent of tier 1 complaints within 30 days.

Complaints and grievances target			
Years	Target definition	Target for sites	Target for Newmont
2017	Percent of tier 1* complaints closed (defined as handling complaints that may be resolved between the site and the complainants) in a 30-day period	100 PERCENT	100 PERCENT achievement of site targets
* Tier 1 complaints are those that can be resolved between Newmont and complainants without the need for external mediation and/or legal proceedings.			

Community commitments target			
Years	Target definition	Target for sites	Target for Newmont
2017	Commitments completed on or before due dates as captured in register	90 PERCENT completion of community commitments* on or before due date	100 PERCENT of sites achieve the annual site targets
2018		95 PERCENT completion of community commitments on or before due date	100 PERCENT of sites achieve the annual site targets
* Only commitments made after Q1 2017.			

Efforts in 2017 to ensure we are building meaningful, long-term relationships with our host communities include:

- Launching a "back to basics" campaign across sites to consistently and effectively implement the building blocks of social responsibility performance, such as complaints and grievance management, completing commitments and effective stakeholder engagement.
- Finalizing the social impact assessments (SIA) at Cripple Creek & Victor in Colorado and the Phoenix mine in Nevada. A full social baseline and impact assessment will also be conducted in 2017 as part of our study to explore potential future development options at the Merian mine in Suriname.
- Beginning to track stakeholder engagements through the new stakeholder module in our Integrated Management System (IMS). This module will serve as a vital tool in developing a more meaningful and effective engagement approach based on the stakeholder, impacts and opportunities.



## Community Relationships – Case Study

# Come See for Yourself: The Value of Site Tours

Newmont strives to engage stakeholders in ways that are meaningful to the stakeholder. One of our more effective tools in building a greater understanding between our stakeholders and us is hosting site tours where people can get a firsthand look at how we operate.

In 2016, Newmont hosted thousands of people during mine tours across our global operations. Examples of some of these tours include:

- Our Yanacocha operation in Peru hosted nearly 6,000 stakeholders, including journalists, community members and leaders, academics and authorities during the year. Tours of Yanacocha's operations, the Chaquicocha Exploration Tunnel and the Chailhuagon reservoir allowed Yanacocha to address concerns, correct misinformation, and share developments and plans about site activities.
- In Ghana, our Ahafo team hosted the Global Media Foundation (GLOMEF), a human rights and anti-corruption media advocacy organization based in the Brong-Ahafo region, for a tour of the operations and community investment projects. The visit was part of a larger engagement effort between Newmont and GLOMEF to collaborate on human rights initiatives.
- As part of its partnership with Go Gold Australia – an initiative to support childhood cancer research – our Boddington mine in Australia hosts site visits for children with cancer and their families where they get to go on rides in haul trucks and hold gold bars.
- We hosted members of the U.S. Department of Agriculture's Sage Grouse Initiative (SGI) at our IL Ranch in Nevada. During the visit, members were briefed on our Sagebrush Ecosystem Conservation Program, toured our Carlin operations, and viewed our conservation work both at the Maggie Creek Watershed Restoration Project and on the IL Ranch.
- Both the Cripple Creek & Victor and KCGM operations – which are adjacent to towns in Colorado and Australia, respectively – offer public tours. Information about the tours and how to make a reservation is available on the **CC&V** and **KCGM** websites.
- We partnered with the Nevada Mining Association (NvMA) to host members of the Nevada Forum, a chapter of the International Women's Forum (IWF). The group met with women business leaders from the communities near our northern Nevada operations and toured our Phoenix mine, where one member had a hands-on experience by helping detonate the day's blast.



We also partnered with the NvMA to create a self-guided virtual tour of our Twin Creeks gold mine, which is **publicly available online**.



# INDIGENOUS PEOPLES

## Approach

With eight operations on or adjacent to land owned or claimed by indigenous peoples and exploration activities around the world, the rights of indigenous peoples is one of our salient human rights issues. Deepening our understanding of indigenous peoples and engaging with them are key to managing our risks and opportunities.

Our commitment to recognizing the unique rights and social, economic and cultural heritage of indigenous peoples is stated in our **Sustainability and Stakeholder Engagement Policy**. This policy also reflects the International Council on Mining and Metals (ICMM) **position statement** to work to obtain free, prior and informed consent (FPIC) of indigenous peoples.

Our Indigenous Peoples Standard defines how we will work to obtain the consent of indigenous peoples for new projects – and changes to existing projects – on lands traditionally owned or customarily used by indigenous peoples. Through the principles of FPIC, indigenous peoples are able to freely make decisions without coercion, intimidation or manipulation; given sufficient time to be involved in project decisions; and informed about a project and its potential impacts and benefits.

We participate in the United Nations Global Compact (UNGC) Human Rights Working Group and Task Force on Business Engagement with Indigenous Peoples, and we are an active participant in RESOLVE's FPIC Solutions Dialogue, which brings together companies, NGOs and community leaders to help translate FPIC into site-based practices.

Through employment and business development opportunities, training and education, cultural heritage support, and cross-cultural awareness training, we aim to improve our understanding of and create benefits for indigenous peoples who are the traditional owners of the land on which we conduct mining activities or who reside near our operations.

Click on the map below to learn more about the indigenous groups with whom we engage:





#### United States – Western Shoshone, Shoshone-Paiute and Confederated Tribes of the Goshute Reservation (“Goshute”)

The Western Shoshone, Shoshone-Paiute and Goshute are indigenous to the Great Basin region in which Newmont’s Nevada operations reside. Newmont engages with all three tribes on a formal and informal basis. A dialogue working group, which includes tribal leaders and Newmont representatives as well as a Native American facilitator, helps foster transparent dialogue and solutions on key issues including employment, business opportunities, education, community investment, and developments regarding our operations and projects. We are also working with the tribes on developing a formal agreement for the repatriation of cultural artifacts located on Newmont-owned land adjacent to Newmont operations.

#### United States – Spokane Tribe of Indians

The Midnite mine – one of our legacy sites – is a former uranium mine located within the Spokane Tribe of Indians reservation in the state of Washington. In 2015, we began a site remediation process, which includes engagement with the Spokane Tribe of Indians that will continue throughout implementation of the remedy over the next 10 years. To strengthen our relationship, we collaborated with the tribe to enable hiring a tribal member who serves as the lead liaison between the community and Newmont. We also supported a capacity-building program to increase the skills, planning and overall engagement practices of the liaison officer in partnership with the tribe.

#### Suriname – Pamaka Maroon Tribe of the Marowijne River

The Merian mine is located on the traditional lands of the Pamaka tribal group, and we engage extensively with the people of the tribe. We are implementing an engagement and agreement-making approach with the Pamaka based on the principles of FPIC. In 2016, we signed a comprehensive Cooperation Agreement with the Pamaka that states we recognize and respect each other’s rights and will work together on commitments – such as employment, procurement, community development and participatory monitoring – related to the operation of the Merian mine.

#### Australia – Gnaala Karla Booja

The Gnaala Karla Booja people are the traditional owners of the land where we operate the Boddington mine in Western Australia. In 2006, Newmont, the Gnaala Karla Booja (GKB) native title claimants and the South West Aboriginal Land and Sea Council (SWALSC) entered into a Community Partnership Agreement (CPA). This voluntary agreement drives a collaborative approach to achieve mutually beneficial outcomes related to engagement, preservation of cultural sites and heritage, and capacity building for the Gnaala Karla Booja through education and training, employment and business opportunities. A Relationship Committee – composed of representatives from GKB, SWALSC and Newmont – meets quarterly on the implementation and administration of the CPA.

#### Australia – Warlpiri

The Warlpiri people are the owners and traditional custodians of the land on which our Tanami mine in Australia’s Northern Territory is located. Newmont operates in the region through agreements with the Central Land Council (CLC), which represents the Warlpiri people in land dealings with Newmont and has statutory authority under the federal Aboriginal Land Rights Act. Along with regular, ongoing engagement with the CLC, we finalized a 10-year joint plan in 2016.

#### Australia – Ninga Mia

The Ninga Mia Village, which houses around 100 aboriginal residents near our KCGM operation in Australia, was established in 1983 to provide more permanent accommodation for transient aboriginal people. KCGM – along with other private organizations, government entities and individuals – is a co-signer to the “Dignity, Respect and Fulfillment Agreement” memorandum of understanding with the Ninga Mia. The agreement sets out a vision to create better working relationships between indigenous and non-indigenous leaders, organizations and individuals.

## 2016 Performance

An important development during the year was a visit to the Merian mine in Suriname by the expert advisory panel (EAP) formally constituted in 2015 to help us identify and apply best practices and inform practical thinking around operationalizing a free, prior and informed consent (FPIC) framework. The panel’s two primary tasks are, first, to advise Newmont on community engagement practices that support operationalization of FPIC within a human rights framework and, second, to build broader knowledge and understanding of relevant human rights standards in the extractive industries by documenting their observations and recommendations in a public report and sharing lessons learned.

Ahead of the visit, panel members engaged with company personnel familiar with the site context. During the visit, the panel held discussions in Paramaribo with representatives from the Pamaka traditional authority, the government, Newmont and outside consultants. While at the Merian site, the panel met with community relations staff, site managers and local employees. The panel also visited three Pamaka communities along the Marowijne River, including Langatabiki, which is the village nearest the mine and the seat of the Pamaka’s tribal chief.

At our Tanami operation in Australia, we collaborated extensively with the Central Land Council (CLC) to develop a 10-year strategic plan to support the long-term success for the Warlpiri people. The first of its kind, this long-range plan includes an integrated approach to collectively strengthen the Warlpiri people’s governance, education and employment opportunities. The plan also details how Newmont and the Warlpiri people will interact and work together to achieve the plan’s objectives.

We also supported a CLC-run project that converted the Southern Tanami Indigenous Protected Area (STIPA) management plan for the vast Southern Tanami Indigenous Protected area near the Northern Territory’s southern border with Western Australia into a digital storybook created by the Warlpiri people. The multimedia **digital storybook is available online** in both English and the Warlpiri language, and uses images and video to ensure that the understanding of the management plan transcends language.

The need for an earthworks contract at the Woodcutters legacy site turned into an opportunity for indigenous procurement and employment. After a rigorous tendering process in 2016, Rusca Bros Services Pty Ltd., a 100 percent locally owned indigenous civil, mining and recruitment organization with 40 years’ experience and a strong focus on indigenous employment, was awarded the contract. Over a six-month period in 2016, around 90 percent of the workers on the project were indigenous, working for more than 18,000 hours without injury.

Other activities in 2016 include:

- The voluntary Moorditj Booja Community Partnership Agreement (CPA) among Newmont, the Gnaala Karla Booja native title claimants and the South West Aboriginal Land and Sea Council (SWALSC) received the merit award in the Australia Department of Mines and Petroleum’s inaugural Community Partnership Award.
- Our Nevada operations held quarterly Native American dialogue working group meetings with members from Western Shoshone and Confederated Tribes of the Goshute. The meetings advanced discussions related to cultural artifact preservation on Newmont-owned property as well as educational pursuits for tribal members. Scholarship awards were given to several tribal members for full-time enrollment at Great Basin College in the 2016–2017 academic year.
- All sites where indigenous peoples live on or near our operations developed an implementation plan and begin measuring their performance against our Indigenous Peoples Standard.

### Summary of relationships with indigenous communities

Number of Newmont operations situated on or adjacent to any land over which an indigenous group claims use rights or ownership	8
Number of sites that have formal agreements with indigenous communities*	4

\* We have formal agreements with indigenous communities in jurisdictions where required by law. In areas where common or standardized frameworks do not currently exist, we work with indigenous communities and other key stakeholders to determine the best approach. If that translates into working together to reach a formal agreement with them, then we will do so.

## Future Focus

We expect to publish the report we commissioned on “Free, Prior and Informed Consent (FPIC) Within a Human Rights Framework.” This report will be based on the final findings issued by the external advisory panel (EAP) that visited our Merian site in Suriname during 2016. The report will be shared with participants in RESOLVE’s FPIC Solutions Dialogue, which is focused on the practical application of FPIC in the extractive industries.

As the Moorditj Booja Community Partnership Agreement at our Boddington operation in Australia reaches the midway point of its 20-year term, we will begin a comprehensive audit in 2017 against the agreement’s outcomes. The audit results will inform the development of an action plan for the agreement’s remaining 10 years.

At the regional level in Australia, Newmont will partner in 2017 with Reconciliation Australia, an NGO, to develop a Reconciliation Action Plan, which will allow us to be formally recognized with a certificate for our ongoing commitment to aboriginal inclusion and diversity.

Our cross-functional Human Rights and Indigenous Peoples Working Group in Nevada will focus on implementing a plan that details community, employment and business opportunities in the region for Native American groups.

At the Midnite mine legacy site in Washington, we will engage with the Spokane Tribe of Indians and support the tribal community liaison officer’s efforts to implement the site’s **community engagement plan**.



### Indigenous Peoples – Case Study

## Engaging Tribal Members on Remediation of Former Uranium Mine

In 1954, two brothers, who were members of the Spokane Tribe of Indians (STOI), discovered uranium on the Spokane Indian Reservation in the state of Washington. After the discovery, the brothers and other members of the tribe created Midnite Mines, Inc., which joined with Newmont to operate the Midnite uranium mine from 1954 to 1981. The mine's closure was followed by decades of regulatory and legal actions regarding cleanup of the closed mine. However, in 2015, the U.S. Environmental Protection Agency (EPA) approved the site's remedial plan, which cleared the way for site remediation to begin.

Newmont engaged the STOI to reach agreement and alignment on implementation of the remedial actions in several key areas including access, water use and community engagement.

To ensure the STOI is fully informed during each phase of the remediation process, Newmont and the STOI developed a formal memorandum of agreement (MOA). A key commitment identified in the MOA is a full-time tribal community liaison officer, who is employed by the STOI with funding for the position provided by Newmont for a minimum of 10 years. The officer's role is to develop and implement a comprehensive community engagement plan that includes:

- Providing information to fully inform the community on the remediation project;
- Managing a complaint and grievance mechanism that solicits, documents and provides feedback to community members' issues and concerns;
- Organizing and facilitating community meetings and workshops;
- Interacting with community members on a one-on-one basis; and
- Maintaining a working relationship with the STOI government, EPA and Newmont.

In 2016, the newly hired tribal community liaison officer initiated informal engagement efforts, attended weekly remediation project construction meetings, and began the development of the community engagement plan that will be implemented in 2017. In addition, community engagement professionals associated with the STOI are providing input and helping build capacity to ensure the officer serves as a valued resource for the STOI community and tribal government throughout the entire Midnite mine remediation process.





## Approach

We mine where ore bodies are located and when we have the social license and all the required regulatory approvals to do so. At times, mine development results in unavoidable relocation and resettlement of households and/or livelihoods. These resettlement activities can pose significant economic, social and environmental risks – the right to an adequate standard of living being a salient human rights issue associated with our business activities.

Our commitment to assess and respect the rights and needs of landowners and local communities prior to any land acquisition and resettlement activities is stated in our **Sustainability and Stakeholder Engagement Policy**. Supporting this commitment is our Land Acquisition and Involuntary Resettlement Standard, which sets the minimum requirements for activities that require relocation of homes and communities or disruption of livelihoods.

Our approach is aligned with the **International Finance Corporation (IFC) Performance Standard 5**, which states that the first objective is to avoid resettlement. And when alternatives are not available, we work to meet the standard's requirements to ensure affected people and communities are engaged to make informed decisions; adverse impacts are minimized; and livelihoods and living conditions are restored or improved.

Prior to conducting any resettlement activities, we work with local stakeholders to develop resettlement action plans (RAP), which address the impacts of physical displacement, and/or a livelihood action plans (LAP), which address the economic impacts. Sites regularly monitor and evaluate RAPs and LAPs and annually conduct audits by qualified external experts to ensure activities are meeting the needs of affected persons.

We are one of four mining industry partners in the **Mining, Resettlement and Livelihood Research and Practice Consortium**. Together with the University of Queensland's Centre for Social Responsibility in Mining, this industry-university working group aims to better understand how resettlement risks are managed, identify strategies to improve livelihood outcomes for those affected by resettlement, conduct research, and help inform policies that lead to more effective practices.

### Artisanal and small-scale mining

The actual numbers are difficult to pinpoint because this isn't a regulated activity, but various accounts indicate there are an estimated 30 to 50 million artisanal and small-scale miners (ASM) globally, producing 20 percent of the world's gold supply. While many ASM activities are considered illegal and informal and use mining methods that pose significant health, safety and environmental risks, ASM provides subsistence for more than 100 million people – workers and families across the ASM value chain. Increasingly, governments, policymakers and international organizations view ASM as an important rural livelihood and are focused on establishing more formal, responsible ASM frameworks.

Our Sustainability and Stakeholder Engagement Policy includes our commitment to work with appropriate government, community and other stakeholders in a manner that respects human rights and livelihoods – and promotes improved conditions – where ASM activities take place in our operating areas.

Currently, ASM activities take place on or near four (representing 33 percent) of our operations – Ahafo and Akyem in Ghana, Merian in Suriname, and CC&V in the United States. Our exploration teams also encounter ASM activities.

Through a participatory process with internal leaders and stakeholders who are impacted by ASM, we created an ASM strategy to help us explore, develop and operate in places where small-scale miners work and promote improved ASM practices. The strategy's four main objectives are:

- *Security* – Enable safe and secure access to Newmont's assets, interests and concessions in proximity to ASM activities
- *Performance* – Manage our environmental, social, security, health and safety risks and impacts caused by ASM activities
- *Livelihood development* – Collaborate to empower and improve livelihood options associated with the local economy
- *Influence, learn and align* – Monitor, engage and influence ASM policy and practices and align with the needs of Newmont's exploration, projects and operations

The strategy helps guide regions and sites on how to characterize and manage related risks through implementation plans that reflect local ASM activities and their proximity to Newmont's operations.

We 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.



## 2016 Performance

In 2016, we resettled a total of 36 households due to mine expansion activities at our Ahafo operation in Ghana. Prior to resettlement, an independent survey of crops, immovable properties and land interests was conducted. The process involved community stakeholders including the community's chief farmer, members of the Resettlement Negotiation Committee (RNC) and officials from the Government of Ghana's Land Valuation Division of the Lands Commission. The resettlement packages, which included livelihood re-establishment support, were negotiated with the RNC, and the resettlement houses were constructed by local contractors.

In addition to developing and implementing our global artisanal and small-scale mining (ASM) strategy, during the year we formed a cross-functional working group to ensure alignment across regions and functions, facilitate knowledge sharing and identify potential partnerships. We engaged with external stakeholders to obtain feedback on the strategy, which identified opportunities to address gaps related to the middle part of the supply chain and the role of women in the ASM sector. The Ahafo and Akyem operations in Ghana, the Merian operation in Suriname and all exploration projects with an ASM presence identified risks and opportunities and developed action plans to address any gaps between existing practices and the strategy.

Included in the Cooperation Agreement signed between Newmont and the Pamaka community in Suriname is our commitment to support the area's ASM sector where many community members earn their income. This support includes conducting research into safer and more environmentally friendly mining methods and formalizing an engagement approach. Activities in 2016 to support this commitment included:

- Held meetings with ASM miners to discuss processes and procedures for dialogue and to encourage them to organize into a representative stakeholder group; and
- Engaged University of Suriname mining students for practical field work around the Merian site with a focus on mercury-free mining technology for small-scale miners.

In Ghana, we participated in a four-day International Institute for Environment and Development (IIED)-led visioning workshop to launch the Multi-Stakeholder Dialogue Series on Artisanal and Small-Scale Mining, which aims to challenge assumptions and explore new ways to create positive change in the sector.

As a founding member of the **Mining, Resettlement and Livelihood Research and Practice Consortium**, Newmont provided support for a scoping study conducted by a research team from the University of Queensland's Centre for Social Responsibility in Mining. Through interviews with experts in the mining industry, consultancies, international financial institutions and NGOs, the team examined how mining companies currently approach involuntary resettlement. Among the findings from the study are the existence of notable gaps in knowledge, resources, capacity and coordination as well as a clear need to improve performance related to mining and resettlement.

## Future Focus

Work will continue throughout 2017 to advance implementation of our artisanal and small-scale mining (ASM) strategy. To support the regional action plans, we will hold workshops in Ghana and Suriname to review overall strategic objectives, stakeholder activities and other key elements of the plans. Learnings from these workshops will then be shared with our cross-functional ASM working group with the overall goal of improving the implementation plans and their effectiveness on the ground at each respective site.

Among the projects planned by the industry-university **Mining, Resettlement and Livelihood Research and Practice Consortium** is a comparative regulatory analysis to identify actions that governments and mining companies can take to improve displacement, resettlement and livelihood restoration policies and practices focused on livelihood approaches.



### Resettlement and Land Use – Case Study

## Expanding Our Approach Beyond Resettlement Communities

When the location of ore and associated mining activities requires resettlement of people, Newmont follows the International Finance Corporation’s standards, which are considered the global benchmark for stakeholder engagement and restoration of livelihoods. But for those who live near these activities and do not need to be resettled, they often feel left out of many of the benefits that come with resettlement. At our Ahafo operation in Ghana, we are working to address impacts to those who live in communities just outside the mine boundary and seek these benefits.

Because most of Ahafo’s complaints and grievances were coming from these communities, in 2015, we implemented a strategy to create mutual value and build relationships with these important stakeholders. The strategy’s focus areas for 2016 included:

- *Engagement* – proactively inform, involve and consult stakeholders on mine-related issues and concerns and independently assess efforts
- *Support* – conduct needs assessments and promote community development through micro-enterprises, local employment and supplier opportunities, agriculture improvements, critical infrastructure investments, public health and education programs, and training
- *Monitoring* – provide opportunities for participatory monitoring of dust, noise levels and water quality
- *Integration* – incorporate communities into existing programs and platforms within the larger community, such as the resettlement community’s water management committee

While still early in its implementation, this strategy has resulted in positive outcomes. Examples include a significant increase in cocoa production as a result of agriculture improvement support and increased income generation and greater women’s involvement through micro-enterprise programs. In addition, complaints and grievances from these communities significantly declined from 26 in 2014 to four in 2016.





## Environmental Stewardship



We focus on minimizing and mitigating our impact on water, land, air quality, climate and biodiversity, and working with stakeholders on systemic solutions to complex environmental challenges.

**Water**

**Energy and Climate Change**

**Emissions and Waste Management**

**Biodiversity**

**Cyanide Management**

**Closure and Reclamation**

**Data Appendix**

**Case Studies**





# Approach

Our operations rely on access to reliable water sources. With populations growing and climate change impacting the predictability of water supplies, our water risks are becoming increasingly broad and complex. In fact, the right to clean drinking water is one of the salient human rights issues associated with our business activities.

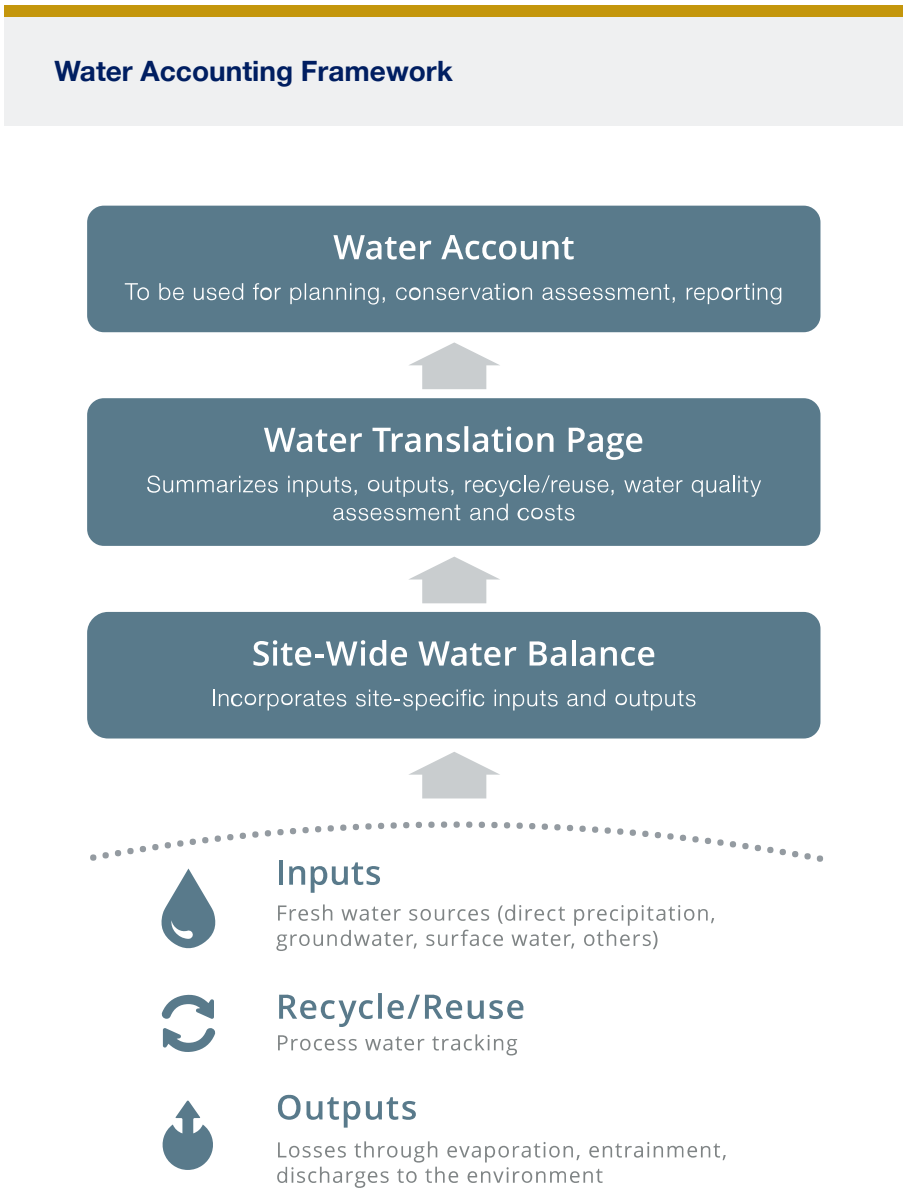
Our commitment to create a positive water stewardship legacy is stated in our **Sustainability and Stakeholder Engagement Policy**. Guiding our approach to fulfilling this commitment is our Water Management Standard, which sets the minimum requirements to proactively plan, manage and monitor our risks and performance throughout the mine lifecycle to protect human health, the environment and water resources.

Through our global water strategy, we work to fully understand the watersheds where we operate; participate in addressing watershed challenges for communities, other water users and the operation; and transparently report on our performance. The strategy also more clearly links technical and scientific water management practices with our long-term strategic and social responsibility objectives, including managing our human rights risks.

As our operations are located across the world, each operating site has different water needs and challenges depending on the supply, demand and water quality within the watershed. Because risks and impacts vary, we develop site-specific water management charters, which help sites define how to assess their risks and continually improve their water management.

Through Water Accounting Frameworks (WAF), each site defines, measures and reports water use by inputs, outputs, diversions and water quality. The WAFs classify consumed (input) and discharged (output) water quality as category 1 (close to drinking water standards), category 2 (suitable for some purposes but non-potable without treatment) and category 3 (unsuitable for most purposes).

Because our total water consumption can vary due to factors such as new mines and divested assets, we also report on our water intensity. We calculate water intensity as the amount of water needed per consolidated gold ounce equivalent produced. We believe these are meaningful metrics to track how we manage this resource. Based on feedback, we updated our water intensity metric in 2016, changing it from kiloliters per tonne of rock mined to the current metric of kiloliters per consolidated gold ounce equivalent produced to better align with other external reporting methods and requirements.



We use saline or non-potable water as well as recycling and recirculation techniques and technologies to minimize overall fresh water use to the greatest extent possible. Water treatment technologies also help improve water quality so we can safely discharge it back into local basins.

All our operations recycle process water to minimize the use of fresh water to the greatest extent practicable, and all are considered zero process discharge facilities with the exception of Yanacocha, which discharges water during the wet season. Water is treated, if necessary, to meet the applicable water quality standards and regulatory requirements before being safely discharged back into the environment. As part of our water strategy, sites identify opportunities to work with stakeholders on timing and uses of the discharged water.

We disclose our water management performance in the **CDP's annual Global Water Report**. Water consumption and/or groundwater extraction is reported in most jurisdictions to governments and fee assessors. In addition, we routinely report on water quality and total discharges from sites.

# 2016 Performance

All but two of our sites met our global target to complete all objectives in the site action plans and achieve 80 percent of the water targets established for 2016. In Australia, our Tanami operation delayed one of the actions proposed for 2016 until early 2017 due to infrastructure improvements taking place as part of the operation's expansion, and KCGM delayed a planned well replacement due to technical difficulties with the existing well.

Work continued during the year to improve our Water Accounting Frameworks (WAF) and our overall understanding of our water management risks and opportunities.

Total water consumed (withdrawn minus total discharged) decreased 21 percent and total water withdrawn decreased 60 percent in 2016 due to the divestiture of our Batu Hijau operation in Indonesia. Total water recycled or reused increased to 68 percent of our total water use compared to 59 percent a year ago. Drivers of this performance include the divestiture of Batu Hijau and the addition of our Cripple Creek & Victor (CC&V) operation, which has one of the highest recycle rates – 94 percent – of all of our operations.

Approximately 57 percent of our input water is category 2 or 3, considered lower-quality water.

Excluding category 3 water – which aligns with the water accounting guidance being developed by the International Council on Mining and Metals to improve consistency and quality of reporting – in 2016, our water intensity increased from 11 to 18 kiloliters per consolidated gold ounce equivalent due to the divestiture Batu Hijau, which primarily used sea water for both processing and cooling. This impact was partially offset by our acquisition of CC&V. Our goal to reduce fresh water use by 5 percent by 2019 will improve our water intensity metrics over the next three years.

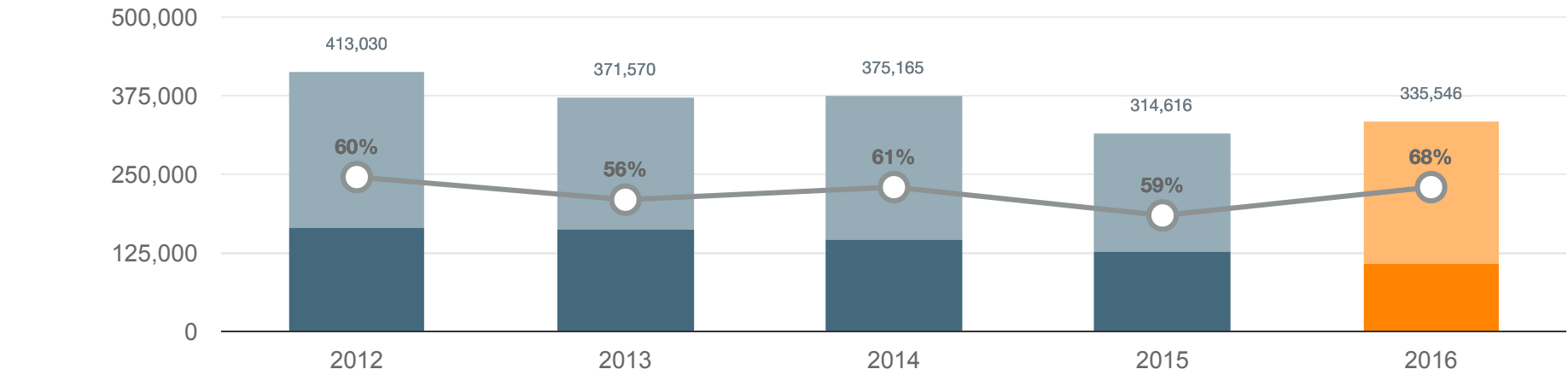
Notable efforts in 2016 to improve our water management performance include:

- As part of our 2016 water target objectives, we engaged with internal and external stakeholders to establish site-based, fit-for-purpose numeric targets for **reducing our fresh water use over the next three years**.
- In Ghana, our Ahafo operation continued work on the construction of a reverse osmosis (RO) water treatment plant and is working with the Ghana Environmental Protection Agency (EPA) on permitting approvals. To ensure water discharged from the RO plant meets all standards, we will begin construction on an additional treatment train – a sequence of treatment processes – for the brine from the RO, with completion and testing of this facility planned for 2017. In addition, to reduce the fresh water intake from the water storage dam, our Akyem operation constructed a dewatering pond to collect both impacted and clean pit water, which will reduce fresh water intake from the reservoir.
- At our Australia operations, a business improvement project at the KCGM plant identified opportunities for immediate cost savings and longer-term reductions in water use through improved control and maintenance processes. In addition, our Tanami operation switched the processing plant’s gravity circuit from groundwater to process water, which significantly reduced the facility’s groundwater usage.
- In Nevada, efforts to reduce the use of potable water included the installation of a third tailings barge pump at Phoenix to increase the mill’s use of reclaimed water; and increased recycling of mill water at Twin Creeks. We also partnered with state and federal agencies to drill a 1,775-foot-deep carbonate test well, and during the year we conducted a 30-day stress test on the Long Canyon regional carbonate aquifer. The test evaluated the content and characteristics of the groundwater system over which our Long Canyon operation resides. Information from the test is being used to define local water characteristics, provide inputs to groundwater models and inform our conservation plans for the site. During the year, the Nevada Division of Water Resources, the Nevada Mining Association – in which a Newmont representative chairs its Water Working Group – and Newmont collaborated on designing a water rights process for post-mining pit lakes and associated evaporative loss of water from defined hydraulic basins.
- In Peru, our Yanacocha operation completed construction on a new reverse osmosis water treatment plant at La Quinua, which will be fully operational in early 2017. This plant was constructed to meet the stringent new water quality standards in Peru. In addition, this plant provides the opportunity to increase fresh water use to downstream users in the dry season.

In 2016, our operations’ withdrawal of water significantly affected one source (defined as 5 percent or more of the annual average volume). At our Boddington operation in Australia, the mine increased its water abstraction from the Hotham River from 7.698 gegaliters (GL) in 2015 to 12.47 GL due to the increase in rainfall during the year. Abstraction from the Hotham River is governed by a water license and only allows pumping of excess water above a scientifically determined ecological reserve for the river. The mine is the only current water user in the area because of the river’s high salinity values.

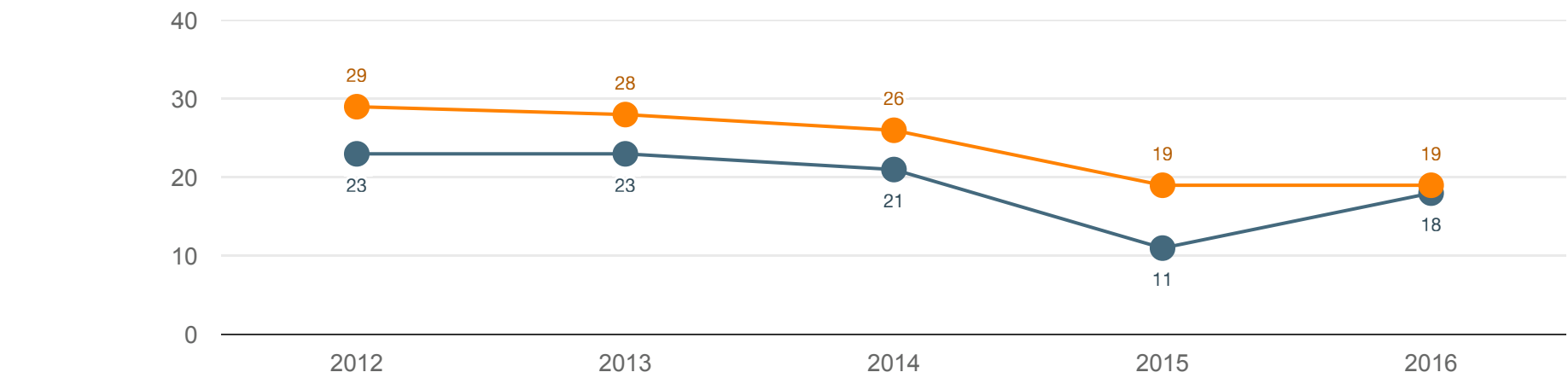
While we increased our abstraction rate in 2016, water conservation and availability is expected to remain a critical issue at Boddington, and we continue to implement water conservation measures. For example, in 2016 Boddington received approval to use non-potable water at a washdown facility, and we are testing an additive to reduce the frequency of watering and amount of water used for dust control on haul truck roads.

Water use (in thousand kL)



	2012	2013	2014	2015	2016
<div><div></div><div></div></div> Water recycled	246,435	209,361	229,011	185,742	227,960
<div><div></div><div></div></div> Water consumed	166,595	162,209	146,154	128,874	107,586
<div><div></div></div> Percent recycled	60%	56%	61%	59%	68%

Water intensity (in kL per consolidated Au ounce equivalent produced)



<div><div></div></div> Fresh (category 1 and 2 only)	<div><div></div></div> Total (category 1, 2, and 3)
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# Future Focus

Implementing our global water strategy is a long-term, evolving process. Our fresh water reduction targets aim to account for our sites’ unique water needs and challenges while also recognizing that operations are at different stages of their water stewardship journey. For example, our operations in Australia and Nevada are often faced with drought conditions and have been improving their water efficiency efforts since 2013. Our operations in Ghana have the highest fresh water reduction targets over the next three years largely due to a new reverse osmosis plant coming online in 2017 that will treat water that was previously unusable for operations. In Peru, where our Yanacocha operation discharges more water than it uses, efficiency measures are focused on limiting fresh water used for dust control and on increasing water availability to local agricultural communities during the dry season.

Changes to our operating portfolio and/or business plan may result in adjustments to this target.

Water targets			
Target for sites	Target for Newmont	Region	Site target for reduction in fresh water use compared to 2016
2017 – Percent implementation against the sites’ water strategy action plans			
100 PERCENT completion of actions and 90 PERCENT achievement of water targets established in the site Water Strategy Action Plan	100 PERCENT of sites complete their action plans for the year  Overall fresh water use reduction of 3 PERCENT compared to 2016 base year	Africa	4 percent
		Australia	1 percent
		North America	6 percent
		South America	0.4 percent
2018 – Percent of sites achieving water targets			
All operating sites to set specific target based on risks and operating needs	Overall fresh water use reduction of 4.2 PERCENT compared to 2016 base year	Africa	11 percent
		Australia	1 percent
		North America	8 percent
		South America	0.9 percent
2019 – Percent of sites achieving water targets			
All operating sites to set specific target based on risks and operating needs	Overall fresh water use reduction of 5 PERCENT compared to 2016 base year	Africa	15 percent
		Australia	1 percent
		North America	8 percent
		South America	1.2 percent

Other areas of focus for improving our water stewardship performance in 2017 include:

- We will update the site charters and action plans at all sites and continue work to develop a cost of water metric that includes intrinsic values such as social and environmental costs.
- As stated in the **Cooperation Agreement** we signed with the Pamaka community, which resides near our Merian mine in Suriname, we will continue to work with community members to develop a participatory water monitoring program.
- We will initiate work to integrate the relevant United Nations Sustainable Development Goals (SDGs) into our business. For the “water and sanitation” goal (SDG-6) – one of our five priority SDGs and where we have in place many existing systems and projects **such as our investments in potable water systems in host communities** – we will work to set meaningful targets that align with and have the greatest impact on the goal. Recognizing the need for public-private partnerships in achieving the goals, we will also seek opportunities for collaboration both within our industry and across sectors.
- Another area of improvement planned for 2017 is the focus on continuing our watershed work and conducting water stewardship workshops in each of our regions. These workshops will focus on how we can raise awareness of the importance of water in each of the areas where we operate.



### Water – Case Study

## Creating Potable Water Sources for Generations to Come

At the base of our newest operation – the Long Canyon mine near the cities of West Wendover and Wendover on the Nevada-Utah border – is the Big Spring, an important water source that the two communities once depended on. Recognizing early on that our mining activities might potentially impact this source, we engaged technical experts and both communities to work in partnership on sharing this vital resource.

In 2012, Newmont and the two cities formed a Water Working Group, which negotiated a water agreement to address two major goals: safeguard the cities’ existing supply of water during the life of the mine and provide Newmont with an additional source of water for its activities at Long Canyon.

As part of the agreement, the cities granted Newmont access to the cities’ surplus water supply, and Newmont agreed to construct two potable water municipal wells. Finished in 2016, the well system provides the cities a more sustainable water source than the spring. In addition, the wells’ capacity is approximately four times greater than that of the old system.

At another one of our operations – the Ahafo mine in Ghana – we have partnered with the communities near the mine for more than a decade to develop and strengthen their potable water infrastructure. Much of this work has been done in Ntotroso and Kenyasi, where community members who were resettled as a result of mining activities reside.

Initially, small potable water systems were built and a Water and Sanitation Committee (WATSAN) – composed of trained committee members – was formed to develop the knowledge needed for community members to ultimately independently manage their water system. In 2010, work started on the Kenyasi Water Project (KWP) – an expansion and integration of the water systems. Today, there are three water systems serving more than 50,000 residents, and activity is expected to continue with additional boreholes and the construction of a new overhead reservoir planned for 2017.



# ENERGY AND CLIMATE CHANGE

## Approach

Our operations are energy intensive and use large amounts of diesel fuel and electric power. In addition to being among our largest expenditures, both of these energy sources emit greenhouse gases (GHG), which can trap heat in the atmosphere leading to a gradual increase in the earth's temperatures and changes in the global climate. Climate change is both a threat to and opportunity for our business. Creating long-term value requires responsible energy use, improved efficiencies and, where there is a business case, options for fuel switching and renewables.

Our commitment to efficiently manage our global energy consumption to reduce our carbon footprint while exploring and developing renewable energy and low-carbon opportunities is stated in our **Sustainability and Stakeholder Engagement Policy**.

To realize this commitment, our global energy and climate strategy takes an operationally driven approach to managing threats and opportunities and preparing the business for climate change impacts. The strategy's objectives are:

- Ensure a stable, reliable, secure and cost-effective energy supply for our operations;
- Achieve sustainable cost and efficiency improvements;
- Reduce our carbon footprint through renewable energy, energy efficiency strategies and carbon offsetting;
- Adapt to a changing climate; and
- Collaborate internally and engage externally on energy policy frameworks that support an effective transition to a low-carbon economy.

Our cross-functional Global Energy and Climate Team (GECT) leads the efforts to implement our strategy. Regional and site energy and climate plans detail our efforts to reduce energy-related costs and GHG emissions and mitigate risks related to energy security, supply and cost.

As a member of the International Council on Mining and Metals (ICMM), we endorse the organization's **statement on climate change**, which supports an international global climate change agreement and other policies and market mechanisms to reduce GHG emissions and encourage innovation.

Our near-term focus areas include identifying and pursuing opportunities for energy efficiency and GHG reductions; improving heavy equipment fuel economy; switching to low-carbon energy sources; and incorporating clean energy considerations into investment decisions.

To meet voluntary climate change commitments and prepare for a more demanding policy and regulatory context under the Paris Climate Agreement (the "Paris Agreement"), our long-term strategy focuses on the following:

- Establishing fact-based and measurable numeric reduction targets to achieve additional short-term improvements;
- Modeling longer-term emission reduction opportunities in consideration of science-based and other long-term targets;
- Engaging our equipment suppliers on improving the fuel efficiency of our haul trucks;
- Partnering with universities, NGOs and businesses to advance technical innovations; and
- Preparing scenarios for solutions – such as fuel switching away from coal and adding renewables – that taken together can flatten the upward trajectory of GHG emissions.

Our Global Energy and Climate Team (GECT) continues to assess our data and understanding of factors – such as new assets and operating efficiency programs – that affect our performance. Because our total energy consumption and GHG emissions can vary due to factors such as new mines and divested assets, we report on our energy intensity and GHG intensity. We calculate energy intensity and GHG intensity as the amount of energy needed and the amount of carbon dioxide equivalents (CO<sub>2</sub>e) emitted, respectively, per consolidated gold ounce equivalent produced. We are reporting data for five years. However, given our understanding of the GHG Protocol Initiative's **Corporate Accounting and Reporting Standard** and improvements in both our understanding of the factors affecting this metric and the data quality, we consider 2013 as the base year.

We **measure and annually report** our global GHG emissions data – which is independently assured in this report – to the **CDP**, which asks the world's largest companies to report their GHG emissions and describe their climate change governance and strategy, management of risks and opportunities, and management of GHG emissions.

## 2016 Performance

In our 2013 CDP questionnaire, we publicly stated a five-year goal to reduce greenhouse gas (GHG) emissions by 10 percent compared to a 2011 base year. We achieved this target by reducing our total GHG emissions by 10.4 percent, which corresponded to an energy use reduction of 16.9 percent. We also improved our CDP score, achieving a "B," which places Newmont above average as benchmarked against more than 2,200 other companies that responded to CDP's 2016 climate change questionnaire. This score reflects our work on a number of fronts to execute against our global energy and climate strategy.

Total energy consumption decreased 23 percent in 2016 with consumption of energy generated from coal 46 percent lower largely due to the divestiture of our Batu Hijau mine. Electricity consumption increased by 3 percent as the acquisition of Cripple Creek & Victor offset net electricity reductions at our other operating sites. We continued to lower our energy intensity, which has declined by 36 percent since 2013, including a 5.6 percent reduction between 2015 and 2016.

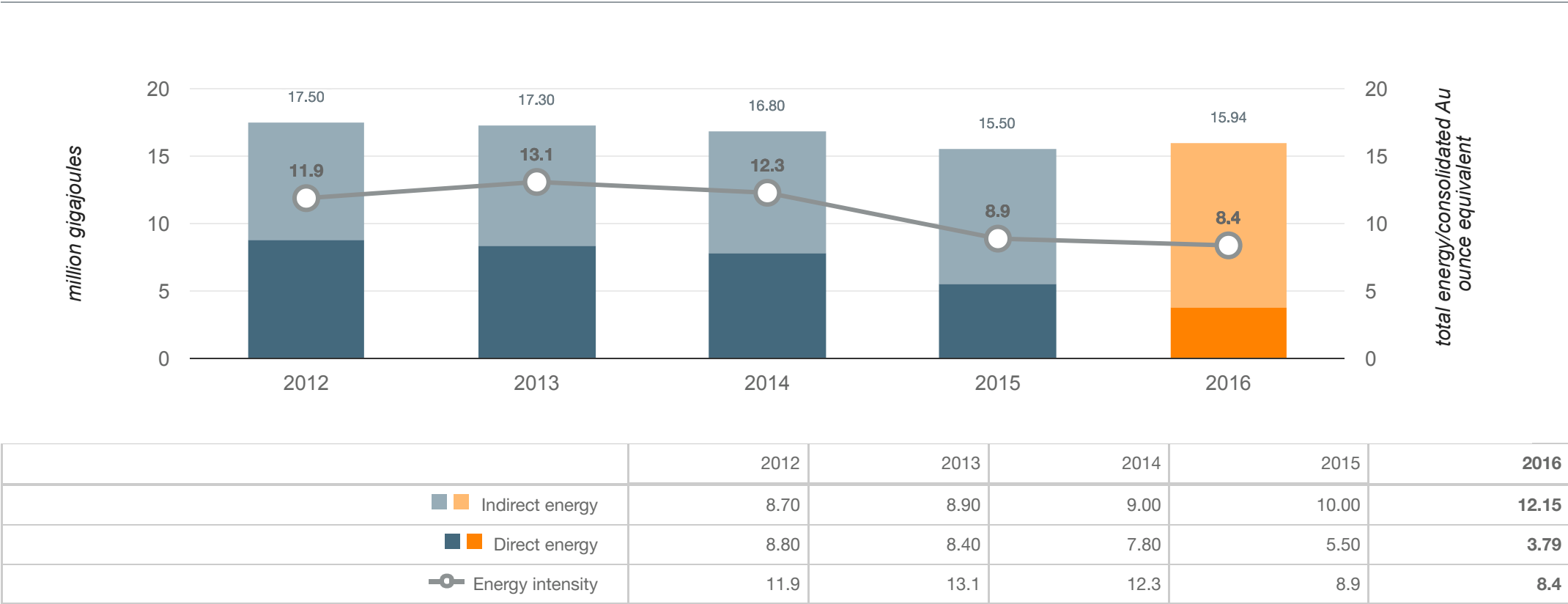


Total GHG emissions decreased 22 percent between 2015 and 2016. The divestiture of Batu Hijau was the largest driver of the decrease with the increase in commercial renewable power in Nevada also contributing to the decline. GHG intensity slightly declined to 0.76 tonnes of carbon dioxide-equivalent per consolidated gold ounce equivalent produced as expected due to a decline in production.

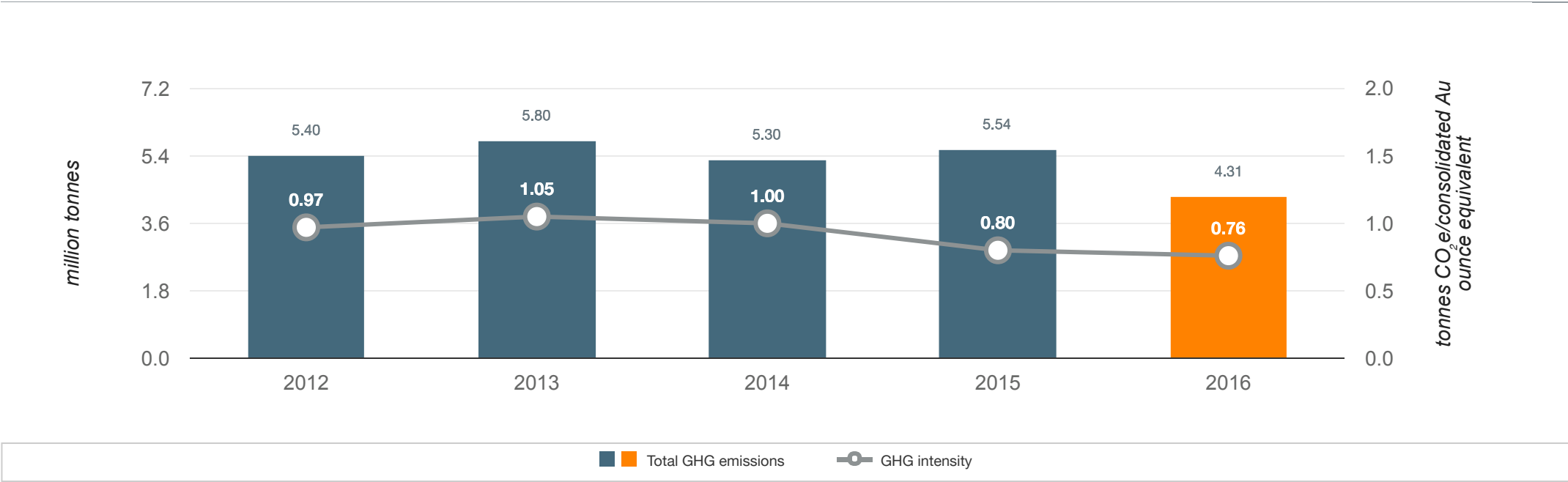
Among our efforts in 2016 to progress our energy and climate strategy and execute against our near-term focus areas:

- We **added the cost of carbon** – a calculation that acknowledges climate change as a key business factor – to our investment model.
- To better manage climate change risks that have the potential to impact our product or supply chain, health and availability of our workforce, and security of water and power, we advanced our climate adaptation/resiliency program. For example, in Ghana we commissioned a third party to analyze the long-term climate change impacts on power supplies in the country. The review indicated a future shift in seasonality with early months in the wet season becoming drier and later months wetter, resulting in implications for fire risk, regional hydrology, and water availability for hydropower generation. This review informed the development of a guidance document for all regions and sites to take a collaborative, workshop-based approach to evaluate climate change risks and opportunities within their mine operations, supply chain, product transport and host communities. We tested the guidance document at our Nevada operations in late 2016. Initial findings indicate this approach improves our ability to quickly identify potential climate change impacts and focus our resources on managing those risks and opportunities.
- We developed a carbon intensity reduction strategy to achieve our emissions intensity reduction target for 2020.
- Through our Full Potential program – a global approach focused on continuous business improvement – and our GECT, we pursued the following energy and emission reduction opportunities:
  - We conducted studies on renewable and clean energy options including solar photovoltaic in Ghana and micro-hydro in Peru. We continued to study solar technologies at Tanami in Australia.
  - We implemented the following opportunities that are expected to reduce emissions and improve the fuel efficiency of our haul truck fleet:
    - Established new fuel specifications for diesel and biodiesel based on the ASTM-975 standard and other widely recognized global standards, and entering into a new global fuel contract based on the new specifications;
    - Implemented Blutip power technology at our Boddington mine in Australia with demonstrated 5.2 percent fuel savings;
    - Continuing to evaluate diesel fuel additives at our North America operations; and
    - Improving haul routes, which results in not only greater operating efficiencies but also fuel savings and lower emissions on a per tonne basis.
  - After a natural gas pipeline was expanded to Elko, Nevada, we replaced propane with natural gas as the primary fuel at the Carlin roaster to decrease costs and GHG emissions.
- We began development on a new Energy and Climate Management Standard that details planning and operational requirements aligned to overall strategy objectives.

### Total electricity consumption and energy intensity



### Total GHG emissions and GHG intensity



# Future Focus

Execution against our global energy and climate strategy will be a multi-year effort with a shorter-term focus on ensuring efforts to reduce our energy and greenhouse gas (GHG) intensity align with the Paris Agreement. Programs include:

- Achieving a 30 percent reduction in our GHG emissions intensity by 2020 compared to our 2013 base year, which is when we increased our focus on energy and operational efficiency programs. Changes to our operating portfolio and/or business plan may result in adjustments to this target.
- Establishing a process for evaluating science-based, longer-term targets.
- Commencing a pilot to test our **shadow cost of carbon internal pricing mechanism** at our Long Canyon expansion project, the Yanacocha alternative energy study and the Tanami power study. Once testing is complete, we plan to integrate the mechanism into our investment system.
- Applying our climate modeling/adaptation/resilience program to all of Newmont's regions and operations beginning in 2017 to:
  - Raise awareness at each site of the range of potential global impacts of climate change, its causes, and what the international community is doing to stay well below a 2-degree Celsius global temperature rise;
  - Model climate (temperature and precipitation) at the local level to identify future site climate change impacts; and
  - Develop site strategies for building resiliency to the present and predicted physical impacts of climate change.
- Continuing to evaluate energy efficiency or renewable options such as:
  - Fuel switching from coal to natural gas at our Nevada TS Power Plant to lower costs associated with U.S. Environmental Protection Agency's (EPA) Clean Power Plan, which is currently on hold due to legal challenges;
  - Progressing plans to switch from diesel fuel to natural gas at our Tanami mine in Australia; and
  - Exploring diesel fuel additive options.
- Finalizing and beginning to implement our Energy and Climate Management Standard.





Energy and Climate Change – Case Study

# Understanding the Cost of Climate Change

Recent changes in policies, regulations and international treaties demonstrate that climate change is becoming a greater priority that requires a global response. To prepare Newmont for an increasingly carbon-constrained world, we developed an internal pricing mechanism to better understand how carbon costs impact our investment options.

Called a shadow cost of carbon, it estimates the probable future costs directly ascribed to an investment’s greenhouse gas (GHG) emissions based on country-specific regulatory regimes. In turn, this gives us greater visibility into each investment’s embedded carbon risk; allows us to compare each option’s exposure to future carbon pricing schemes; spurs innovation in energy efficiency, clean energy and other carbon reduction activities; and promotes the long-term sustainability of the business in a low-carbon economy.

As part of the analysis, a “break-even cost of carbon” calculation determines the point at which the carbon cost impacts impair a positive return. This metric helps measure the investment’s resiliency against an external carbon pricing regime.

We will pilot the cost of carbon mechanism in 2017 for our Long Canyon Phase 2 project in Nevada, the Yanacocha alternative energy study in Peru and the Tanami power study in Australia. For the pilots, the price of carbon will be analyzed at \$25 and at \$50 per tonne of carbon dioxide equivalent (CO<sub>2</sub>e). These price points are based on existing carbon pricing used by mining and energy companies and will be updated as appropriate.

One example of how our cost of carbon analysis works is in Nevada at our TS Power Plant, which is assessing switching from coal to natural gas. Using a pre-tax cost-benefit analysis (that does not include other factors such as fuel costs), the \$50 million investment to switch the plant to natural gas has a significant benefit at both \$25 and \$50 per tonne of CO<sub>2</sub>e since natural gas plants emit half the GHG that coal plants emit.

Cost of carbon analysis for TS Power Plant			
Carbon price (\$/t CO <sub>2</sub> e)	Coal cost of carbon	Natural gas cost of carbon	Net benefit (switch to NG)
0	–	–	\$ (50,000,000)
25	\$ (326,794,169)	\$ (209,480,836)	\$ 117,313,332
50	\$ (653,588,337)	\$ (368,961,672)	\$ 284,626,665

# EMISSIONS AND WASTE MANAGEMENT

## Approach

Mining activities – extracting, processing and refining – generate air emissions and both mineral and non-mineral waste. These wastes and emissions, as well as the process for storing and transporting these wastes, can pose serious, sometimes catastrophic, environmental and public health risks. Effectively managing wastes and emissions and ensuring their safe storage and transportation is critical to protecting people and the environment; reducing the liabilities and long-term risks associated with inadequate management facilities and protections; and addressing the salient human rights issues – the right to life and healthy and safe working conditions – associated with our business activities.

Our **Sustainability and Stakeholder Engagement Policy** and a set of global standards outline our commitment and set minimum requirements to manage waste and emissions generated by our business activities in a manner that protects the environment and human health; promotes beneficial post-mining land use; and reduces post-mining closure and reclamation liabilities. Our approach to managing emissions characterized as greenhouse gases (GHG) is detailed in the **Energy and Climate Change** section of this report.

Our Waste Management Standard requires sites to address the generation, segregation, collection, storage, transportation, minimization, reuse/recycling and disposal of hazardous wastes, non-hazardous wastes, wastewater and mercury.

Newmont does not use mercury to mine or extract gold. However, mercury naturally occurs in ore at several of our operations, and ore processing can generate mercury compounds and gaseous elemental mercury. Newmont captures gaseous mercury using maximum achievable control technology (MACT) – as defined by the Nevada Mercury Control Program standard.

We are committed to permanently removing mercury byproduct from circulation using long-term safe storage solutions. In the U.S., we are precluded from exporting mercury, and the U.S. Department of Energy (DOE) oversees the long-term storage of elemental mercury. Until the DOE constructs a permanent facility and begins accepting mercury, we are safely storing mercury on site.

Our Waste Rock and Ore Stockpile Management Standard requires sites to characterize ore and waste rock and to carefully design, construct, operate, close and reclaim rock stockpiles including pit backfills.

This standard also addresses the risk to surface and groundwater quality from acid rock drainage (ARD), which 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. Site-specific management strategies aim to ensure that waste storage facilities are designed and operated in a manner that minimizes ARD risks. In instances where prevention is not possible, we collect and treat ARD in a manner that protects human health and the environment.

Newmont is an active member of the **International Network for Acid Prevention** (INAP), an industry-led group that promotes best practices in handling potentially acid-generating materials such as waste rock and tailings.

Our Tailings and Heap Leach Facility Management Standard requires sites to protect surface water and groundwater, prevent uncontrolled releases of pollutants or contaminants to the environment, manage process fluids and meet requirements for closure and reclamation.

Tailings are created as mined ore is reduced into sand-sized particles and then mixed with water and moved as slurry through the extraction process. After removal of the valuable minerals, the remaining milled rock slurry – called tailings – flows to an engineered tailings storage facility (TSF). TSFs are designed to safely contain tailings even during extreme weather or seismic events. In addition to daily inspections conducted by on-site staff, qualified geotechnical engineers inspect every TSF at least once a year. These inspections include visually examining its physical condition and reviewing all monitoring data, tailings management practices and process information. For any issues identified, a meeting is held immediately after the inspection to develop and implement a remediation plan. Follow-up inspections are then conducted to verify that the issues have been remedied. Details about how we manage tailings are available in a **fact sheet** on our website.

Our Hazardous Materials Management Standard requires sites to minimize the use of hazardous materials – inclusive of hydrocarbons and **cyanide** – and transfer, distribute and store such materials in a manner that protects human health and the environment. We seek to minimize the quantity of hazardous waste we generate by replacing hazardous chemicals with less hazardous products whenever possible.

Our sites minimize the volume of hydrocarbon wastes requiring hazardous disposal by recycling almost all waste oils and greases, either through third-party vendors or on-site processes. On-site recycling includes using waste oil for fuel in combustion processes or recycling into an explosives component.

Our activities also generate non-hazardous waste such as scrap metal and spent tires. Every effort is made to recycle or reuse hazardous and non-hazardous wastes. All materials are recycled or disposed of in accordance with applicable laws and regulations.

Our material air emissions are sulfur and nitrogen oxides (SOx and NOx), particulate matter (PM) and mercury. SOx emissions are primarily generated at coal-fired power plants such as our TS Power Plant in Nevada and during thermal processes that heat pyritic ore such as at our Twin Creek autoclaves. NOx emissions are produced during combustion of diesel fuel, coal, natural gas and propane in stationary sources such as furnaces and power plants. Our fugitive PM emissions (i.e., irregular emissions from dispersed sources) are primarily dust from mining activities such as blasting, excavating and crushing ore.

In Nevada, our TS Power Plant is a 242-megawatt coal-fired electricity generating plant that uses a brominated 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 emissions. The power plant also controls SOx, NOx and PM emissions and is compliant with MACT standards on emission limits.

We annually report our air emissions through the U.S. Environmental Protection Agency's (EPA) Toxic Release Inventory (TRI) program and Australia's National Pollutant Inventory.



# 2016 Performance

Newmont generated 336 million tonnes of waste rock and 97 million tonnes of tailings in 2016 – a decrease of 1.2 percent and 28.8 percent, respectively, compared to an overall increase in annual consolidated gold production from continuing operations of 4.2 percent. Much of the year-over-year decrease was due to the divestiture of our Batu Hijau operation, offset in part by the addition of the Cripple Creek & Victor operation.

We generated approximately 34,831 tonnes of non-hazardous waste and 12,000 tonnes of hazardous waste at our operations in 2016. Our global output of both non-mineral hazardous and non-hazardous waste can vary due to activities such as maintenance requirements (volume of oils and lubricants), construction activities (quantity of packaging materials and scrap) and storage (space for metals recycling).

In 2016, we recycled 4,549 tonnes of hazardous waste and 21,234 tonnes of non-hazardous waste, including 4,733 tonnes of used oil.

Our global elemental mercury production increased in 2016 to 19 tonnes, reflecting the variable mercury content in our ore and our efforts to remove mercury from our air emissions.

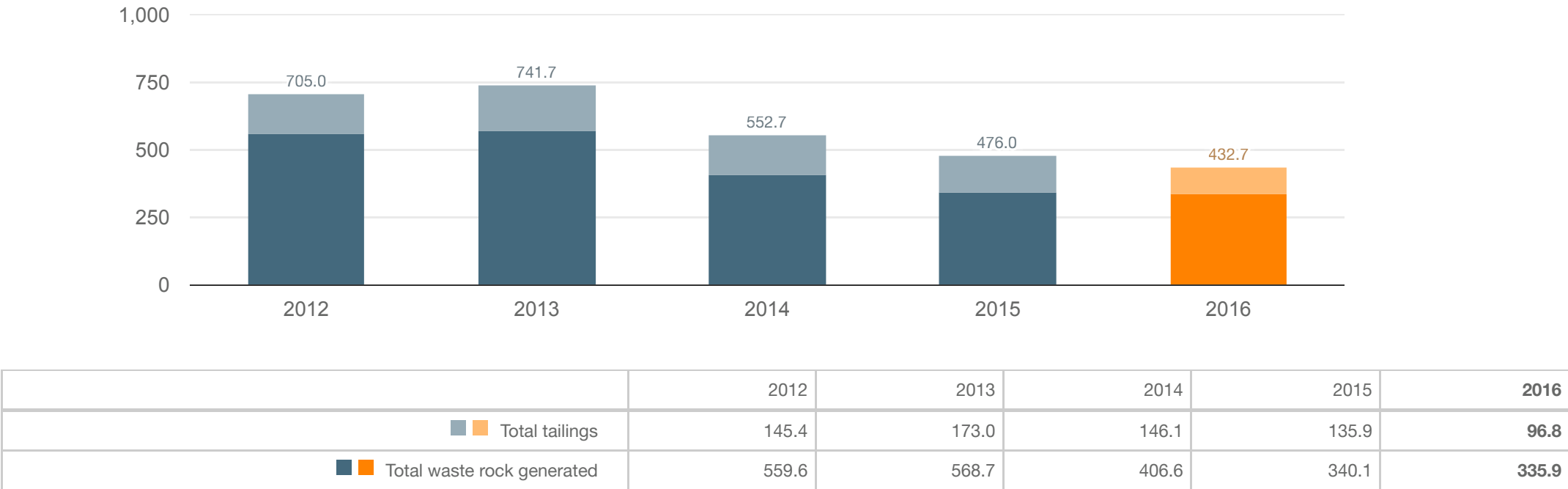
Our air emissions reflect the inherent variations in ore composition as we mine from one part of the ore body to another.

Compared to 2015, total mercury emissions decreased 83.3 percent, and our total SOx emissions decreased 99.7 percent. The decline reflects the first full year since the decommissioning in mid-2015 of the Gidji roaster at KCGM – which previously accounted for around 99 and 95 percent of Newmont’s total annual sulfur dioxide and mercury emissions, respectively. The data also reflect the divestiture of the Batu Hijau mine in Indonesia and the addition of the Cripple Creek & Victor operation in the United States.

Efforts in 2016 to better manage our waste and emissions include:

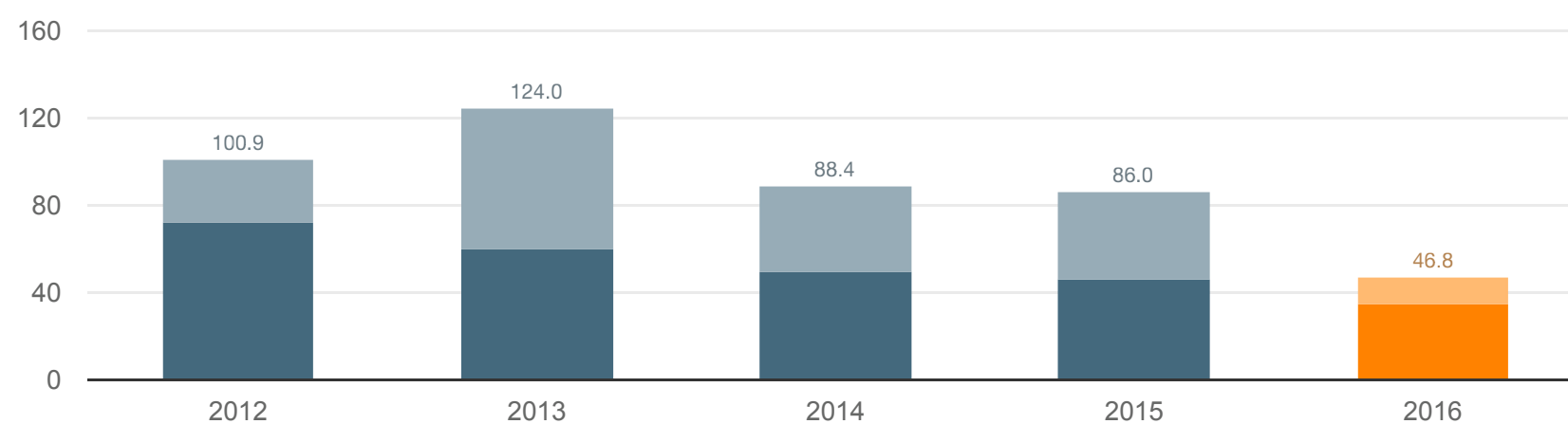
- As a member of the International Council on Mining and Metals (ICMM), we participated in a global tailings storage facilities (TSF) review, which the ICMM initiated following the devastating tailings dam failures in Canada in 2014 and in Brazil in 2015. A report on the review was published in 2016 and led to **all ICMM members endorsing a new Tailings Governance Framework** to minimize the risk of future tailings dam failures.
- In the U.S., an amended Toxic Substance Control Act that was signed into law allows mining companies to store mercury at mine sites while the U.S. Department of Energy finalizes a site and constructs a permanent mercury storage facility. As a result, our Nevada operations began storing elemental mercury on site rather than shipping to a Resource Conservation and Recovery Act (RCRA) licensed facility in Alabama.
- Our internal task force continued to evaluate options for the safe transport and retirement of all our non-U.S.-produced byproduct mercury. During the year, the task force visited a facility in Europe that transforms elemental mercury into mercury sulfide – a stable, naturally occurring mercury mineral compound that is typically retired in deep, underground salt mines.
- At the end of 2015, the U.S. Environmental Protection Agency’s (EPA) new ozone standard, which lowers the amount of allowable ground-level ozone from 75 parts per million (ppm) to 70 ppm, went into effect. In 2016, we confirmed that none of our U.S.-based operations are in known non-attainment areas – those areas where ozone readings are consistently above the EPA’s air quality standards.
- Through our continuous business improvement program called Full Potential, we identified waste reduction and recycling opportunities such as increasing the tire life on haul trucks, employing an expert system that optimizes the use of reagents and other consumables, and identifying assets (e.g., HDPE pipes and valves) that could be recycled rather than disposed.
- We completed construction and began testing of a paste backfill plant in Nevada that transforms tailings waste into a paste-like material that is used as backfill to stabilize previously mined areas in the **Leeville underground mine**.
- In late 2015, the Yanacocha operation in Peru installed non-hazardous waste compactors at the La Quinoa waste management facility, which ships waste to Lima 600 miles away. In 2016, which was the first full year of using the waste compactors, the facility saved approximately \$320,000 in shipping costs and fuel savings as a result of the reduced shipping volumes.

## Total waste rock and tailings (in million tonnes)



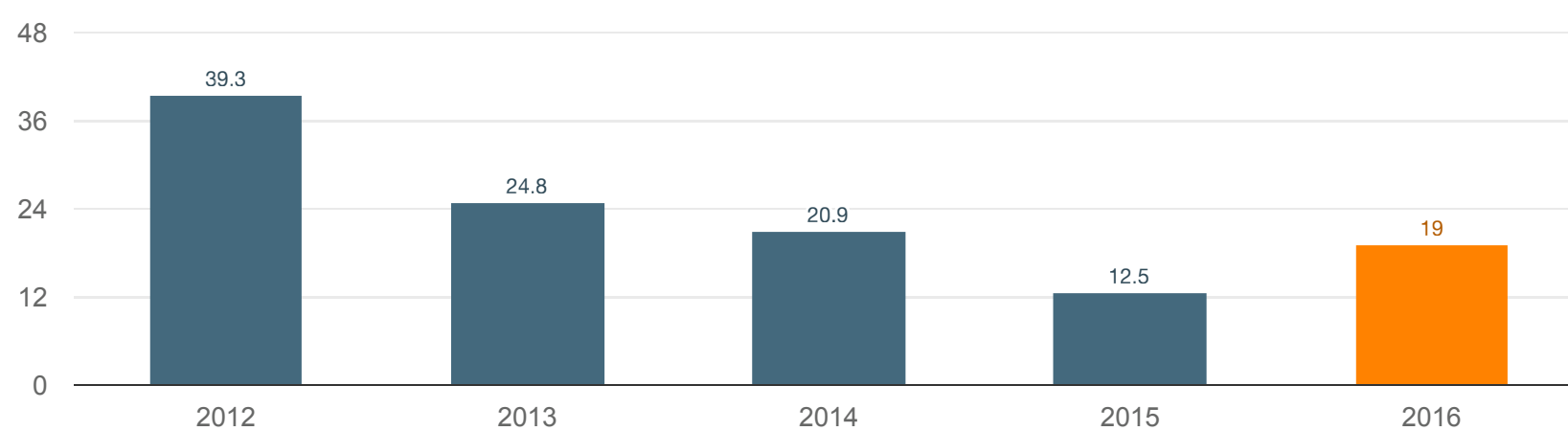


## Total hazardous and non-hazardous waste (in thousand tonnes)

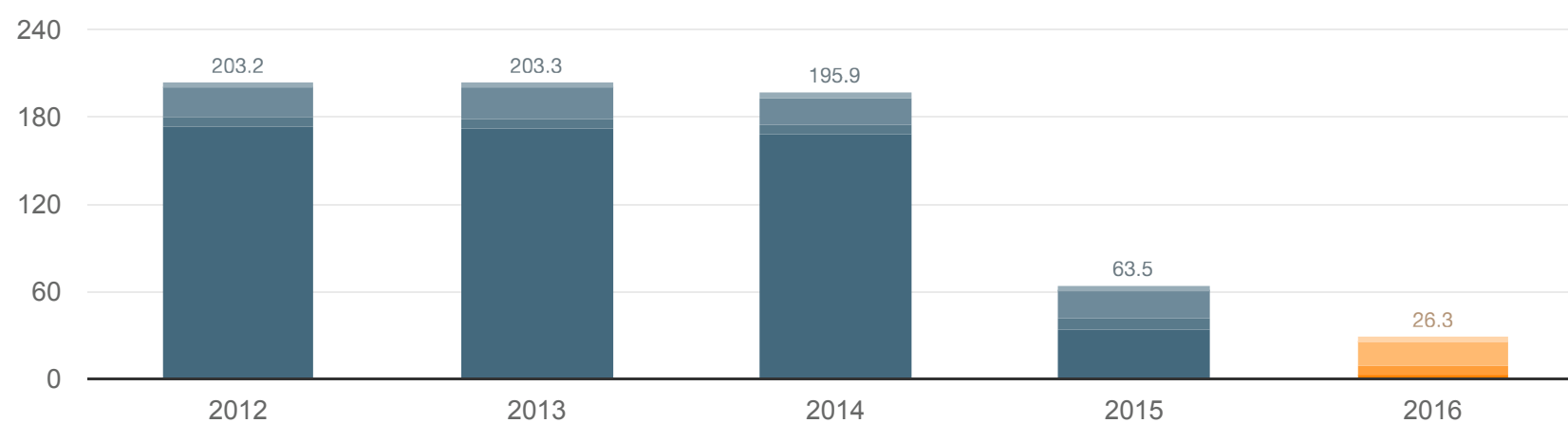


	2012	2013	2014	2015	2016
Total hazardous waste	28.5	63.6	38.9	40.0	12.0
Total non-hazardous waste	72.4	60.4	49.5	46.0	34.8

## Annual mercury production (in tonnes)

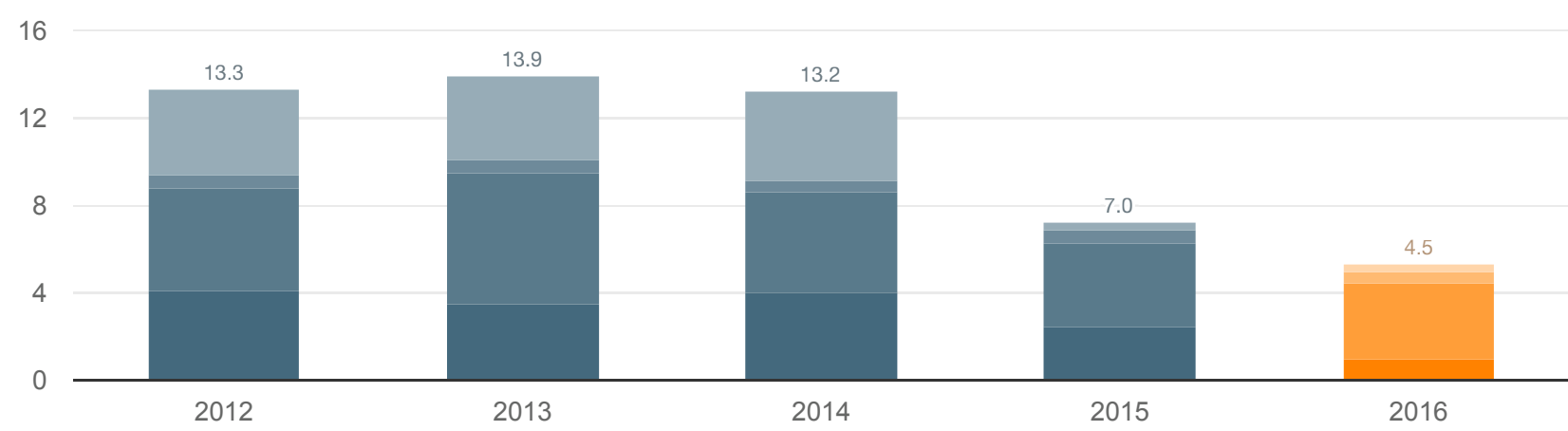


## Air emissions – gas (in thousand tonnes)



	2012	2013	2014	2015	2016
Carbon monoxide (CO)	2.4	2.5	2.3	2.6	3.4
PM <sub>10</sub>	21.0	22.3	19.0	19.8	17.3
NOx (NO <sub>2</sub> )	6.0	6.9	6.4	7.1	5.5
SOx (SO <sub>2</sub> )	173.8	171.6	168.2	34.0	0.1

Air emissions – metal (in tonnes)



	2012	2013	2014	2015	2016
<div><div></div><div></div>Selenium (Se)</div>	3.9	3.8	4.1	0.1	0.1
<div><div></div><div></div>Lead (Pb)</div>	0.6	0.6	0.5	0.6	0.6
<div><div></div><div></div>Arsenic (As)</div>	4.7	6.0	4.6	3.9	3.4
<div><div></div><div></div>Mercury (Hg)</div>	4.1	3.5	4.0	2.4	0.4

Future Focus

- In 2017, we will conduct a comprehensive review of our materials management approach. Among the activities planned to support this broader effort:
- Updating our Tailings and Heap Leach Facility Management Standard to incorporate the **Tailings Governance Framework** outlined in the International Council on Mining and Metals (ICMM) position statement related to minimizing the risk of catastrophic tailings dam failures; and
  - Conducting workshops with regions and sites to think about broader sustainability objectives and ensure compliance with the new ICMM guidance on tailings disposal.



## Emissions and Waste Management – Case Study

# Applying Lessons Learned to Improve Tailings Dam Management

After the catastrophic tailings dam failures at Mt. Polley in Canada (2014) and Samarco in Brazil (2015), respectively, Newmont and other members of the International Council on Mining and Metals (ICMM) unanimously agreed to participate in a comprehensive review and analysis aimed at preventing a repeat of these tragic events.

In 2015, ICMM commissioned Golder – a trusted environmental consulting and design firm – to report on how ICMM members manage surface tailings. The study analyzed ICMM members' standards, guidelines, risk controls, governance and emergency preparedness related to the management of tailings storage facilities. It also incorporated information and findings from previous reports and investigations into past tailings dam failures.

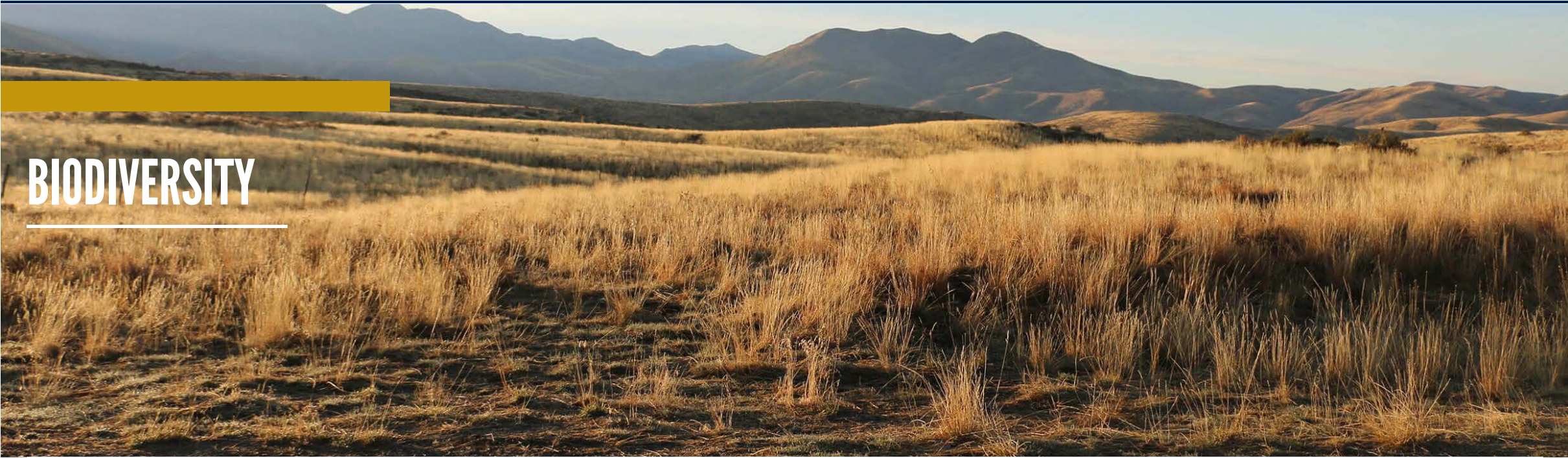
In late 2016, Golder **published its findings**. Overall, it found that modern engineering, design and construction practices adequately prevent structural failures, and that efforts going forward should focus on implementing more robust governance and operating practices at every site.

Based on the report, **ICMM issued a position statement** that commits ICMM members to minimize the risk of tailings dam failures. The position statement, which was endorsed by all ICMM member CEOs, details a Tailings Governance Framework that includes:

- Defining accountabilities, responsibilities and associated competencies to identify and manage risks;
- Maintaining the financial and human resources needed throughout a facility's lifecycle;
- Identifying risks, applying appropriate controls and verifying the controls' effectiveness;
- Assessing, controlling and communicating the risks associated with potential changes to avoid inadvertently compromising facility integrity;
- Establishing processes to recognize and respond to impending facility failures and mitigating the potential impacts of a potentially catastrophic failure; and
- Comprehensively assessing and continually improving controls through internal and external review and assurance processes.

To align our materials management approach to the framework, we plan to conduct a comprehensive review that includes workshops with regions and sites, and we will update our Tailings and Heap Leach Facility Management Standard to incorporate the framework and any broader sustainability objectives identified during our review.





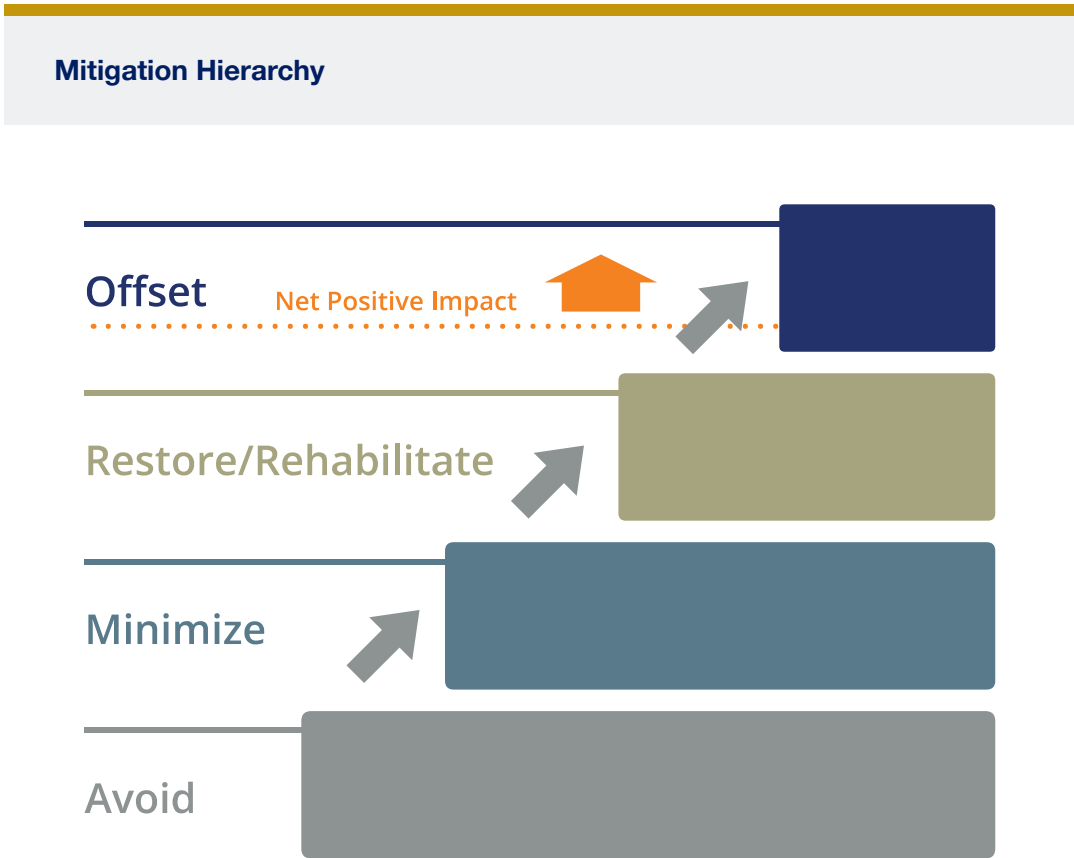
# BIODIVERSITY

## Approach

Managing the impacts our activities have on biodiversity and related ecosystem services is critical to habitat conservation and protecting the water, air, soil and food sources upon which host communities and our operations depend. Through partnerships with governments, NGOs, academia and communities, we aim to build long-term biodiversity management strategies that deliver sustainable conservation outcomes.

Our commitment to integrate biodiversity and ecosystem services considerations into our business is stated in our **Sustainability and Stakeholder Engagement Policy**. Supporting this commitment is our Biodiversity Management Standard, which details our approach for managing and mitigating biodiversity risks, achieving no net loss and providing a net gain, when possible, of key biodiversity values (KBV).

All operating sites must conduct biodiversity risk assessments, and new projects or expansions at existing sites must conduct biodiversity and ecosystem impact assessments. Findings are used to develop biodiversity action plans (BAP), which provide strategic direction toward conserving species of concern, minimizing disturbances and improving habitat through reclamation of disturbed areas. Sites with key biodiversity values specific to the area must have BAPs that satisfy the Mitigation Hierarchy, which is a widely accepted approach for biodiversity conservation.



- Avoid impacts by locating facilities and access routes away from natural and critical habitats;
- Minimize impacts through the use of appropriate management systems and mine plan designs that limit land disturbance throughout the mine life;
- Restore/rehabilitate ecosystems by progressively rehabilitating affected areas during operations and at closure with a goal of eliminating the impact over time through preservation or maintenance; and
- Offset residual impacts through programs to compensate for biodiversity losses when long-term residual impacts cannot be avoided.

We use the Integrated Biodiversity Assessment Tool (IBAT) – created out of a partnership involving Birdlife International, Conservation International, the International Union for Conservation of Nature (IUCN) and the United Nations Environment Programme World Conservation Monitoring Centre – to identify legally protected and high biodiversity value areas when conducting assessments and developing BAPs.

In consultation with stakeholders, sites must develop biodiversity objectives that meet the following requirements during each mine lifecycle phase:

Biodiversity objectives by project stage

Type of project	Objectives	Implementation
<b>Exploration</b>  Provides a crucial foundation for future site planning, should exploration projects	<ul style="list-style-type: none"><li>• Early desktop assessments</li><li>• Input from experts</li><li>• On-the-ground assessment, if required</li></ul>	<ul style="list-style-type: none"><li>• Meet expectations for biodiversity assessment and management outlined in the Exploration Guidebook</li><li>• Prevent impacts on biodiversity and conduct appropriate assessment for next steps</li></ul>
<b>New Projects and Expansions</b>  Greatest opportunity to achieve no net loss to biodiversity	No net loss of key biodiversity values or a net gain, when possible, within 10 years of mine closure	<ul style="list-style-type: none"><li>• Develop thorough biodiversity baselines to provide the foundation for no net loss accounting</li><li>• Biodiversity baseline data and interpretation can be iterative with the potential to impact project schedule if not planned early in the process</li><li>• May be able to exceed no net loss where opportunities are present</li></ul>
<b>Operational Sites</b>  Opportunities will exist to achieve no additional biodiversity loss for operations	No additional loss of key biodiversity values by the time of mine closure	<ul style="list-style-type: none"><li>• At a minimum, assess biodiversity values and evaluate and manage risk to mitigate the potential for additional loss</li></ul>
<b>Closure and Legacy Sites</b>	Seek to enhance the long-term health and resiliency of species and ecosystems in affected areas in accordance with regional conservation goals and long-term land use plans	<ul style="list-style-type: none"><li>• Evaluate opportunities to enhance conservation outcomes as part of reclamation activities</li></ul>

As a member of the International Council on Mining and Metals (ICMM), we commit to not explore or mine in world heritage sites, which are considered to be of outstanding global value. We also comply with all regulations and requirements within any geographically defined areas that are designated, regulated or managed as protected areas.

We currently have mining operations in regions that have been identified by Conservation International as biodiversity hotspots – namely, the Tropical Andes (Peru), the Guinean Forests of West Africa (including Ghana) and Southwest Australia. Within these hotspots, limited portions of one operation – Yanacocha in Peru – are located in a key biodiversity area as defined by Alliance for Zero Extinction (AZE) and Birdlife International. However, the mine site is located at an elevation above where the bird habitat is found.

Location and size of Newmont’s operations in relation to key biodiversity areas

Operation	Key biodiversity area (KBA)	Position relative to KBA	Size of operational site (km²)	Ecological sensitivity	Partners/ collaborators	Mitigation plan
Yanacocha in Peru	Rio Cajamarca IBA	Contains portions of	63	IBA and AZE site for grey-bellied comet		Frequent biological monitoring assessments; however, no assessments have identified the presence of the grey-bellied comet in more than 20 years.
Boddington in Western Australia	Birdlife International "Endemic Bird Area of Southwest Australia"	Contains portions of	92	Black cockatoo habitat	Murdoch University	Working with Murdoch University on research to restore black cockatoo feeding habitats at mine sites within the Jarrah forest and, more generally, in landscapes throughout southwestern Australia.
Akyem in Ghana	Ajenua Bepo Forest Reserve (not KBA but habitat for species)	Contains portions of	20	Habitat for IUCN red-listed tree species <i>C. boxianna</i> (endangered)	Conservation Alliance  Forestry Research Institute of Ghana	Partnering with Conservation Alliance and Forestry Research Institute of Ghana to implement critical species management program (CSMP) for <i>C. boxianna</i> and other nationally important species. Established nurseries to raise seedlings to plant at various locations within the mine area.
Merian in Suriname	Upland and lowland rainforest	Contains portions of	34	Habitat for IUCN red-listed tree species <i>Virola surinamensis</i> (endangered) and <i>Vouacapoua americana</i> (critically endangered)		Conducted independent study to evaluate biodiversity offset options and began implementation of one option involving the reforestation of artisanal and small-scale mining impacted lands within the Merian mining concession.
Nevada mining and rangeland operations	Sagebrush habitat	Contains portions of	Varies*	Habitat for Greater Sage-grouse and other sagebrush obligate species such as mule deer, and Lahontan cutthroat trout	Among the many partners:  Nevada Department of Wildlife and Department of Conservation and Natural Resources  U.S. Bureau of Land Management and Fish and Wildlife Service  Natural Resources Conservation Service  University of Nevada  The Nature Conservancy  Trout Unlimited	Developed and commenced implementation of the Sagebrush Ecosystem Conservation Program – a landscape-level, multi-species conservation effort – comprising planning, monitoring and adaptive management; rangeland research; partnerships; and conservation credits. This historic private-public partnership sets forth an approach to conservation of Newmont’s owned and managed rangelands to conserve biological diversity, offset mineral exploration and mine-related impacts, and generate conservation credits.

\* In Nevada, the operational size in relation to KBAs varies due to the fact that in addition to mining operations, Newmont's rangeland operations manage 750,000 acres of private land and 1.5 million acres of grazing allotments on public lands in Nevada.



Partnerships with conservation organizations and regulatory agencies are a key element of our approach, and participating in industry initiatives helps us improve our biodiversity performance and identify leading practices that we can integrate into our approach.

We play a leading role on the ICMM Biodiversity Steering Committee and are a member of the Business for Social Responsibility's (BSR) Ecosystem Services Working Group. We are also a founding member of the **Cross-Sector Biodiversity Initiative (CSBI)**, a partnership among the mining, oil and gas, and banking sectors to develop and share best practice in biodiversity and ecosystem services.

## 2016 Performance

During the year, we held workshops where all sites developed biodiversity action plans (BAPs) for existing operations. The workshops included a cross-functional group of engineers and scientists and emphasized areas of importance in addition to threatened and endangered species. The BAPs increased our focus on ecosystem services, which identified several new key biodiversity values (KBVs) at many of our sites.

Newmont's Group Executive Scott Miller chaired the Cross-Sector Biodiversity Initiative (CSBI) on behalf of the International Council on Mining and Metals (ICMM) and led a session at the 2016 International Union for Conservation of Nature's (IUCN) World Conservation Conference (WCC). The WCC is held every four years and brings together governments, NGOs, scientists, businesses and communities to discuss pressing conservation issues. Feedback from the session included recommendations from NGOs for companies to focus more on outcomes, increase reporting transparency, develop meaningful metrics, ensure data is accessible to external stakeholders, and incorporate natural capital accounting into managing biodiversity risks.

Regional highlights include:

### In Africa:

- Piloted an ecosystem services approach for the Ahafo North Stage 2 environmental baseline assessment that included engaging Fauna & Flora International to conduct an ecosystem services study.
- Signed a memorandum of understanding (MoU) with the Ghana Forestry Commission (GFC) for our Akyem operation to initiate a reforestation program that involves reclaiming 257 degraded hectares in the Kweikaru Forest Reserve. This project is the second reforestation program. Combined with the first phase covering 60 hectares, the two projects cover around 300 hectares, which is approximately three times Akyem's impacted area to the forest reserve due to mining. At the end of 2016, site preparation had been completed on 90 hectares, 85 hectares had been sectioned off, and 75 hectares planted with both indigenous and exotic timber plant species.
- Collaborated with the GFC to select an alternate globally significant biodiversity area (GSBA) for our biodiversity offset program because of the non-availability of the Tano Offin Forest Reserve.

### In Australia:

- Conducted a two-month fauna relocation program at our Boddington operation that targeted a number of species identified as significant for conservation including the chuditch, woylie, brush-tailed wambenger, southern brown bandicoot, dell's skink and carpet python. The program was a finalist for Australia's 2016 Golden Gecko award, which recognizes best practices and innovation in environmental management.
- Teamed up with Murdoch University and other organizations to support the **Black Cockatoo Ecology Project**, which tracks endangered Carnaby's cockatoos in the southwest of Western Australia using state-of-the-art technology that provides insight into threats to the species.

### In North America:

- Piloted a natural capital accounting approach at our Long Canyon operation to help us better understand, measure and assign a value to our biodiversity impacts. The pilot is based on the **Natural Capital Protocol** – a standardized framework to identify, measure and value impacts and dependencies on natural assets – developed by the Natural Capital Coalition. Launched in 2016, the Protocol is the result of a public-private partnership spanning business, finance, accounting, conservation, academia and policy organizations. The pilot evaluated current activities as well as future expansions, the dependency of operations on ecosystem services, and the risks and opportunities associated with project development on biodiversity and ecosystems. The pilot also demonstrated that the Protocol aligns with the National Environmental Policy Act (NEPA) requirements for assessing biodiversity impacts.
- Developed and commenced implementation of the **Sagebrush Ecosystem Conservation Program** – a landscape-level, multi-species conservation effort that sets forth an approach to conservation of Newmont's owned and managed rangelands in Nevada.

### In South America:

- Conducted an independent study at our Merian operation in Suriname to evaluate biodiversity offset options, and progressed one option – the reforestation of artisanal and small-scale mining impacted lands within the Merian mining concession – to the implementation phase.

## Future Focus

Notable efforts in 2017 to ensure an effective approach to biodiversity conservation will include:

- Conducting assessments and developing biodiversity action plans (BAPs) at all our legacy sites;
- Completing biodiversity assessments at all of our new projects and updating our approach to begin assessments of key biodiversity values (KBVs) beginning in the exploration phase;
- Partnering with local stakeholders and conservation experts in the implementation of the chosen offset program at our Merian operation in Suriname;
- Continuing the planning and implementation of the Sagebrush Ecosystem Conservation Program in Nevada, guided by the Conservation Framework Agreement. Key activities to support the agreement include the Mary's Mountain Perennial Grass Establishment Project; the Owyhee Meadows Restoration Project; the Mesic Area Management Project; several research projects; and expansion of ecological monitoring on our rangelands; and
- Continuing reforestation activities at our Akyem operation, including maintenance of the completed reforestation area and reforestation of the remaining 182 hectares.





### Biodiversity – Case Study

## Progressing Economic Growth and Environmental Conservation

In 2016, Newmont, the State of Nevada and the U.S. Department of the Interior established the Conservation Framework Agreement, a mutually agreed upon framework governing Newmont’s management of more than 1.5 million acres of sagebrush habitat in Nevada.

The agreement is one of six elements comprising our Sagebrush Ecosystem Conservation Program, a historic effort in terms of scope, scale and collaboration. Under the agreement and program, we will implement a landscape-level conservation plan to manage portions of our privately owned rangelands and ranches in Nevada – and will partner with the U.S. Bureau of Land Management (BLM) on plans for BLM-managed lands – to achieve net conservation gains for various wildlife species that thrive in sagebrush habitat.

The agreement incorporates Nevada’s Conservation Credit System (CCS), under which we may receive conservation credits that can later be used to offset impacts related to future proposals for our mining operations in Nevada. This credit system, which is among the first of its kind in the U.S., is an effective approach to balance land use activities – such as resource development and ranching – with species protection.

Other elements of our Sagebrush Ecosystem Conservation Program include:

- Implementation of a conservation plan;
- Monitoring and adaptive management;
- Rangeland research; and
- Partnerships (public-private approaches to conservation).

In 2017, some of the key conservation plan efforts we will continue to plan and implement under the Conservation Framework Agreement include the Owyhee Meadows Restoration Project, the Mesic Area Management Project and Mary’s Mountain Perennial Grass Establishment Project. All of these projects address various aspects of rangeland health, riparian function, and ecosystem resistance and resilience.

Other projects we will continue work on include:

- Planning and implementation work on the Battle Mountain Range Conservation Plan, which involves grazing allotments on our private lands around the Phoenix mine.
- Research on native plant fuel break establishment and maintenance, cheatgrass biomass reduction, Boulder Valley perennial grass establishment, and Columbian Sharp-tailed Grouse re-establishment.

“This agreement reinforces the Department’s efforts to partner throughout the West with the private sector and other stakeholders to demonstrate the power of collaborative conservation, and shows that continued economic growth and conservation of our important natural resource heritage need not be at odds,” said Janice Schneider, Assistant Secretary for Land and Minerals Management, at the signing ceremony.

# CYANIDE MANAGEMENT

## Approach

Sodium cyanide is an essential chemical in the processing of gold ore because the cyanidation process is the most effective, economical and safest metallurgical technique to recover gold currently available. Because cyanide can pose serious health risks to humans, animals and plant life, the right to health has been identified as a salient human rights issue associated with our business activities.

We state our commitment to manage those risks posed by our use of cyanide in gold processing in our [Sustainability and Stakeholder Engagement Policy](#), and our Hazardous Materials Management Standard details the minimum requirements all sites must meet.

In 2005, Newmont became one of the 14 initial signatories to the [International Cyanide Management Code](#) (ICMC or "the Code"), a voluntary industry program. The Code focuses on the responsible management of cyanide and cyanide solutions during every stage of the mining process to protect human health and the environment.

All our gold processing facilities that use cyanide must be certified to the Code and comply with the Code requirements to conduct independent third-party audits and recertification every three years. We also require new operations that use cyanide to carry out an initial certification audit within 12 months of commercial production. This requirement is more stringent than that of the Code, which allows new sites and facilities to achieve certification within three years. In between formal audits, sites engage internal and external auditing teams to review Code compliance.

Audit documents and details for each of our mines that use cyanide for processing can be found on the [Code website](#).

We actively participate in and engage with industry organizations such as the International Council on Mining and Metals (ICMM), the National Mining Association, Euromines, the Cyanide Council – an organization of cyanide manufacturers – and the International Cyanide Management Institute's Industry Advisory Group (IAG) to ensure we maintain high standards and effectively manage the social, political and regulatory risks related to cyanide's use in gold mining.

## 2016 Performance

In 2016, Newmont operations used 57.8 tonnes of sodium cyanide. Quantities vary each year due to mineral variations in our ore bodies as well as processing variables. The quantity increase realized in 2016 is reflective of including the Cripple Creek & Victor (CC&V) operation in the scope of this report.

At year end, of our 13 operations that use cyanide, 11 were compliant with the International Cyanide Management Code (ICMC or "the Code") and two sites – Merian in Suriname and Long Canyon in Nevada – are scheduled to begin the initial certification process in 2017.

Two operations went through the recertification process during the year and are now certified: Lone Tree in Nevada and Tanami in Australia.

Updated information on certifications is available on the [ICMI website](#).

We rate cyanide-related incidents on a severity scale of one to five, and consider Levels 1 and 2 events to be relatively minor and Levels 3 to 5 events to be more significant.

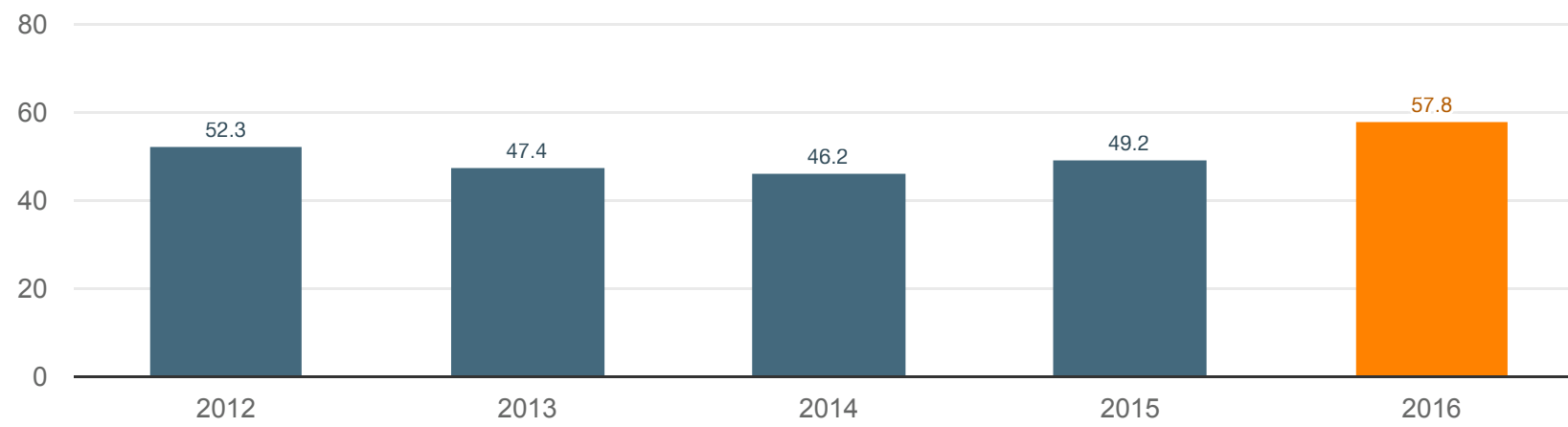
In 2016, we experienced one Level 3 event and no Level 4 or 5 cyanide-related events. The Level 3 event occurred at the Twin Creeks operation in Nevada when a corroded steel pipe fitting failed upon pressurization and approximately 4,000 gallons of low concentration cyanide solution were discharged outside of containment.

During the event, the solution did not leave the property, and there was no threat to human health, communities or wildlife. The event was reported to the appropriate regulatory authorities and the spill was cleaned up and remediated. Operational and maintenance procedures were reviewed and updated to avoid similar events in the future.

Activities in 2016 to improve the effectiveness of our cyanide management approach included the following:

- We conducted a [global assessment of our cyanide management approach](#), which included identifying major and catastrophic risks, developing action plans and sharing lessons learned with the International Cyanide Management Institute (ICMI). The review also led to each operation updating its respective cyanide management plans and controls.
- To address deficiencies in cyanide testing, Newmont led efforts – as part of an International Standards Organization (ISO) working group – to develop a [gas-diffusion testing method](#) that allows for real-time measurement of cyanide and has been found to improve the accuracy of the tests. At the 2016 ISO meeting, the results of a global inter-laboratory study on the gas-diffusion method were reviewed and unanimously accepted. The method was advanced for acceptance as an ISO standard. To perform the gas-diffusion testing method at our sites, we developed an online analytical tool that has been deployed at five operations with further installations planned. We are also benchmarking the range of testing methods we use across our sites to ensure best practices are being used.
- Our KCGM operation in Australia received approval from the ICMI to use a hypersaline tailings disposal method as an alternate protective mechanism.
- The Yanacocha operation in Peru installed bird balls at the La Quinoa heap leach facility pond. The bird balls are high-density polyethylene balls designed to make the pond unattractive to migratory birds.
- We updated our event reporting tools in our Integrated Management System (IMS), which improves our ability to track cyanide-related health, environment and community events, supports our ICMC reporting requirements, and helps identify any trends that may require additional focus or action.

## Quantity of cyanide consumed (in thousand tonnes)



[Click here](#) for Cyanide Code reporting for previous years.

## Future Focus

In 2017, we will conduct recertification audits at Twin Creeks in Nevada and Cripple Creek & Victor in Colorado. At the two operations that entered commercial production in late 2016 – Merian in Suriname and Long Canyon in Nevada – we will conduct initial certification audits.

We will hold a global cross-functional workshop in early 2017 and complete bow tie risk analysis for each major risk, identifying threat-and-consequence scenarios, barriers to prevent these unwanted scenarios, and escalation factors that make barriers less effective. Based on outcomes, we will either update our current standards or implement a new standard to address findings and lessons learned.

Our Integrated Management System (IMS), which will be fully implemented in 2018, will support compliance with the International Cyanide Management Code certification program.





**Cyanide Management – Case Study**

# Global Review of Cyanide Risks Leads to Code Improvement Recommendations

In 2015, the gold mining industry experienced three significant events involving cyanide, which we use to recover gold from its host ore. One of these events was at our Yanacocha operation in Peru where a worker was hospitalized after being exposed to cyanide when an outflow pipe from the cyanide storage tank was being unclogged. While the worker fully recovered and returned to work, events such as these have the potential to be fatal.

To understand why these events occurred and to prevent a recurrence, we launched a global review in 2016 to identify vulnerabilities in our cyanide management approach. Led by two regional senior vice presidents and the head of our global health, safety and security function, a cross-functional team conducted risk assessments at every Newmont operation. These assessments involved inspections, interviews and team reviews covering every aspect of cyanide use including production, transportation, storage, monitoring and decommissioning.

The review verified that our cyanide management approach is aligned with industry best practice, but it also identified opportunities to improve our management practices and engagement with employees and contractors. For example, buried pipelines are more difficult to inspect and access, some systems have exceeded original design life and medical response protocols are inconsistently applied.

Based on the findings, we developed action plans to address all the major and catastrophic risks identified. We also presented assessment findings and potential areas of improvements to the secretariat of the International Cyanide Management Code (ICMC), and discussed potential improvements to the Code at the International Cyanide Management Institute’s Industry Advisory Group meeting.



# CLOSURE AND RECLAMATION

## Approach

Closure and reclamation of a mining property is a complex process. Done poorly, a closed mine can leave behind safety and environmental issues, economic and social community challenges, and ongoing costs and liabilities. Abandoned or improperly closed mines are one of the most damaging factors to our industry's reputation. On the other hand, proper mine closure can significantly minimize risks and liabilities, reduce the need to manage the property in perpetuity, and successfully transition the land from a mine site to a stable land resource that will provide sustainable community benefits for generations to come.

Our commitment to provide for long-term environmental stability and beneficial post-mining land uses is stated in our [Sustainability and Stakeholder Engagement Policy](#), and our approach to fulfilling this commitment is detailed in our Closure and Reclamation Management Standard.

Newmont's closure and reclamation strategy builds on industry leading practice and takes a technically and financially sound approach to anticipating, understanding and managing our closure obligations. We continue to adjust our strategy to improve the accuracy and transparency of our closure and reclamation efforts and align them with our mine and business planning processes.

Prior to construction, each Newmont operation must have a closure and reclamation plan that:

- Identifies the technical aspects of closure and associated costs;
- Considers and addresses regulatory, community and stakeholder commitments and expectations identified during stakeholder engagements and social impact assessments;
- Identifies and addresses the risks and impacts of mine closure on the stakeholders and community;
- Establishes design and success criteria that minimize environmental, social and financial risks;
- Includes a concurrent reclamation plan integrated into annual and long-term mine plans; and
- Integrates closure and reclamation requirements into the annual mine planning process.

Our closure governance model ensures a balanced, multidisciplinary approach to closure planning as well as senior executive involvement and oversight of closure plans and costs. The model consists of a steering committee composed of senior leaders and a multidisciplinary Closure and Reclamation Technical Team (CRTT) that is responsible for the development and monitoring of the plans and for preparing closure cost estimates annually throughout the mine's life.

To minimize the social and economic impact of mine closure, our standard requires sites to engage and involve stakeholders in planning, implementing and monitoring the closure and reclamation process. Currently, all of our operations engage local stakeholders whenever a significant event – such as a permit change, mine expansion or environmental impact assessment – warrants a review of the mine closure plan.

Concurrent reclamation – the act of rehabilitating land that is no longer required for operations while we are still mining – is effective in achieving successful and sustainable post-closure outcomes. It helps minimize acid rock drainage and other environmental impacts; 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. We plan and budget for concurrent reclamation before operations begin and evaluate opportunities during the annual business planning process.

Another important aspect of our commitment is the ongoing management of 15 legacy sites. Some of these are closed mine sites we acquired as a result of a larger acquisition, and some are sites we once operated but have since ceased mining operations. We are committed to safely and responsibly managing, decommissioning and rehabilitating these sites so they pose no threat to the environment or people and, when possible, repurposing the land for other uses or restoring it to its pre-mining use.

Beginning in 2016, we integrated our concurrent reclamation targets into our annual incentive compensation plan (AICP). Each region establishes a target for the number of hectares to reclaim on an annual basis. Bonus payouts are adjusted downward or upward depending on our performance in achieving the targets. This performance incentive program is considered to be industry best practice.

## 2016 Performance

In December, we publicly disclosed an update on our reclamation plan for the Yanacocha operation in Peru as part of the requirement to submit an updated closure plan to Peruvian regulators every five years. Based on updates to the plan, and in connection with our annual evaluation of all asset retirement obligations, we significantly increased our estimated future closure costs for Yanacocha. Additional detail on our review of Yanacocha's closure plan and the financial impacts are included in our [2016 10-K report](#) (see Note 6 and Note 7).

Reclamation activities during the year include:

- Globally, we completed concurrent reclamation on more hectares than planned for reclamation during 2016, exceeding our initial target area by 131 percent.
- All sites, with the exception of Boddington in Australia, met the target of completing at least 80 percent of their planned concurrent closure and reclamation activities for 2016. Boddington, which was impacted by delays in contractor mobilization as well as heavy rains that resulted in design changes, implemented plans to complete its 2016 objectives and achieve the targets set for 2017.



- An additional 590 hectares globally were disturbed by our operations, and a total of 4,204 hectares are in various stages of reclamation, bringing the total cumulative disturbed ground not yet reclaimed to 32,428 hectares.

All sites had closure and reclamation plans in place. While we continually explore opportunities to extend the mine life at all our operations, at the end of 2016 three sites – Yanacocha in Peru and Lone Tree and Emigrant in Nevada – were within five years of their expected closure date based on current metal prices and our business plan.

In addition to accruing funds for reclamation costs relating to currently or recently producing mineral properties, we also have environmental obligations associated with former mining activities and sites that require developing and implementing remediation plans. For more details of Newmont’s closure and reclamation costs, please see our [2016 10-K report](#), pages 9, 76 and 126.

Other significant closure and reclamation activities during the year included:

- Among our legacy sites, a key development was initiating the first remediation phase at the Midnite mine – a former uranium mine located in the state of Washington. This phase included contractor mobilization, development of site construction and support facilities, and implementation of the formal community engagement approach in collaboration with the Spokane Tribe of Indians. We also continued closure of the Dawn Mill site, which has been underway since 2013, completed surface reclamation and entered a post-closure monitoring period.
- We finalized and implemented an updated Closure and Reclamation Management Standard that incorporates more robust guidance on managing the socio-economic impacts of mine closure on host communities. We developed a “Social Dimensions of Closure and Reclamation” guidance document to support implementation of the standard.
- We held a workshop on closure risks that representatives from all regions attended. Key takeaways and recommendations from the sessions include the need to integrate social aspects earlier in the mine planning process; clearly communicate the risk, cost and liability reduction benefits of concurrent reclamation; and enhance guidance and emphasis on the planning and management of pits, pit lakes and in-perpetuity water treatment.
- During the year, our **Yanacocha operation held more than 80 workshops** with more than 2,000 stakeholders in the Cajamarca region to discuss the operation’s potential closure and expansion plans.
- Our Akyem operation in Ghana invited community members to observe our concurrent reclamation efforts taking place on site, which is located on 101 hectares of the Ajenua Forest Reserve. In 2016, we signed a memorandum of understanding (MoU) with the Ghana Forestry Commission to initiate the second phase of a reforestation program, which, when combined with the first reforestation program that began in 2014, covers around 300 hectares.
- Newmont received the Excellence in Hard Rock Reclamation award from the Colorado Department of Natural Resources for work to reclaim the former Black Cloud mine in Leadville, Colorado.
- For work performed over a 10-year period at the Bootstrap/Tara/Capstone waste rock disposal facility near our Carlin operation in Nevada, we received two Nevada Excellence in Mine Reclamation awards – Overall Mine Reclamation and Wildlife Habitat Enhancement. An interagency panel of state and federal agencies selected the project for the prestigious awards.

## Future Focus

Our 2017 closure and reclamation target focuses on increasing the annual area reclaimed concurrently with operations. Concurrent reclamation reduces the size of our impact and minimizes the infiltration of water through mine rock and disturbed soils.

Closure and reclamation target			
Year	Target definition	Target for sites	Target for Newmont
2017	Percent of concurrent final reclamation activities executed against the site plan	<b>90 PERCENT</b> of Concurrent Final Reclamation Plan achieved	<b>90 PERCENT</b> of planned reclamation activities achieved across Newmont

Areas of focus in 2017 to achieve our target and improve our closure and reclamation performance include:

- We will continue to evaluate opportunities to extend the mine life of Yanacocha, which is South America’s largest gold mine. The current projection for its last year of mining is 2026, and Yanacocha anticipates significant stakeholder engagement and reclamation activities over the next 10 years. In 2017, we will continue to gather feedback on our closure plan via workshops and focus groups with local governments and community members.
- To improve our closure planning and implementation throughout the organization, we will hold another global workshop in 2017 for sites and regions to share lessons learned on identifying closure risks and mitigation approaches. Findings from the workshop on aspects of closure that warrant focus will be communicated to the Closure and Reclamation Technical Team (CRTT) and the steering committee.
- Phase one remediation at the Midnite mine in Washington state will continue with the primary focus on the dewatering, sediment removal and backfill of one of the two remaining open pits.





## Closure and Reclamation – Case Study

# Lessons Learned from San Luis Mine Closure

In 2000, Newmont acquired the Battle Mountain Gold Company, which operated the San Luis mine, a modern gold mine in the foothills of the Sangre de Cristo mountains of Colorado near the town of San Luis. The mine, which entered production in 1991 and produced approximately 360,000 ounces of gold, closed in 1996. During the mine’s operation, its three open pits were reclaimed concurrently, with the pits backfilled using waste rock materials to avoid the formation of pit lakes, which would have resulted in long-term post-closure water rights accounting obligations.

Prior to backfilling, geochemical and hydrologic examinations were completed to assess and predict future groundwater conditions and recovery elevations. However, two years after reclamation was completed, groundwater – which had inundated the backfilled waste rock materials as planned – recovered to an elevation higher than previously anticipated and was mobilizing and transporting metals to the adjoining natural stream. To avoid the contamination of surface waters, an active groundwater pumping and water treatment system was constructed to remove metals from groundwater in the pits before its discharge.

The San Luis mine was predominantly reclaimed by 2005 in accordance with specified permit requirements using techniques that are still appropriate today (pit backfill, concurrent reclamation, etc.). The pit backfill approach was designed to manage a long-term water rights accounting obligation. Unfortunately, this approach resulted in a more significant and costly perpetual groundwater pumping and water treatment operation.

Among the lessons learned from the San Luis reclamation plan that have informed our current practices:

- Hydrologic and geochemical analyses must be complete and consider more than one condition in order to avoid creating a condition that may result in greater risk and long-term cost.
- In addition to considering human health-based constituents in the waste rock, the geochemical analysis must give sufficient attention to other constituents in the waste rock for which non-human health-based regulatory limits also exist.
- Greater analysis of groundwater elevations is needed to prevent discharge from backfilled pits.
- Improved understanding is needed of the water-soluble constituents’ mass balance contained in the backfilled waste rock materials to avoid creating a situation that requires perpetual groundwater management.