



## Beyond the Mine | 2016 Sustainability Report Summary





At Newmont, we are committed to continually improving our safety, economic, environmental and social performance. Our 2016 *Beyond the Mine* Sustainability Report and this report summary share our successes and challenges in building a more resilient business and achieving our purpose to create value and improve lives through sustainable and responsible mining.



OPERATIONS AND PROJECTS AS OF DECEMBER 31, 2016

This is a summary of Newmont’s 2016 Beyond the Mine Sustainability Report, which is prepared in accordance with the Global Reporting Initiative (GRI) G4 Core option guidelines, including the Mining and Metals Sector Supplement. It focuses on the issues that matter most to our business and stakeholders, as assessed through our latest materiality review.

For complete disclosure, please see our 2016 Sustainability Report at [www.beyondthemine.com](http://www.beyondthemine.com).

# Overview

Our sustainability strategy is based on the premise that strong sustainability performance throughout the mine lifecycle delivers value for the business, our shareholders and stakeholders.

Our efforts to understand and effectively manage our broad profile of social and environmental risks so that we meet the needs of the present without compromising the needs of the future is discussed throughout the following four areas:



## Ethics and Governance

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.



## Our People

Our global workforce is the foundation of our business. Providing our people with 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.



## Economic and Social Performance

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.



## 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.

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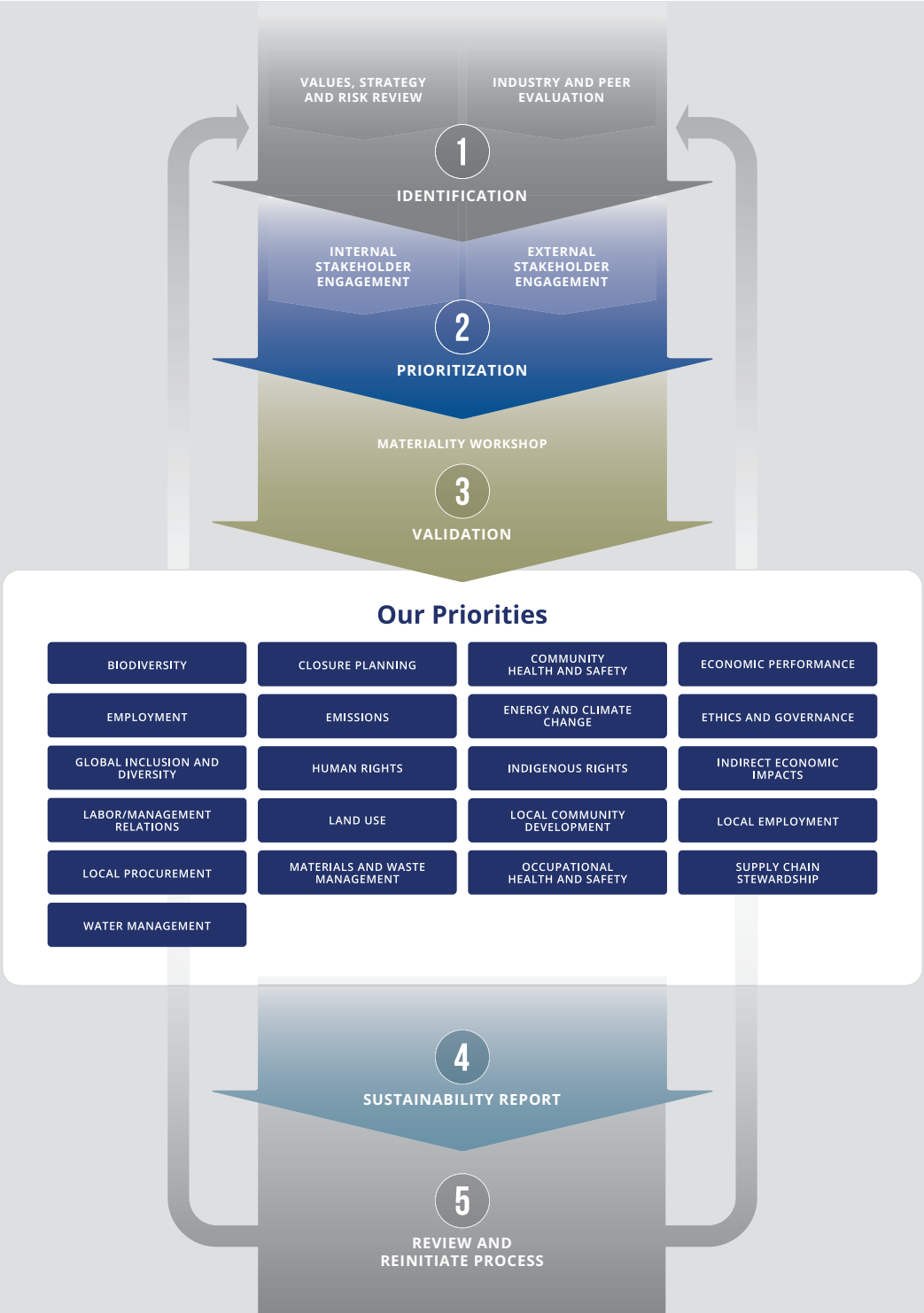
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# Our Priorities

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.

To determine our priorities, we evaluate a number of factors. These include the issues that address our values, policies and overall strategy; regulatory and voluntary commitments; our salient human rights issues; and the matters that are most important to our stakeholders.



# 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 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 in 2014. The majority believe that Newmont demonstrates its commitment to sustainability and to promoting diversity in the workforce, 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. We were also ranked as the top mining company in the S&P 500 for environmental, social and governance (ESG) performance 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.

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

# Targets

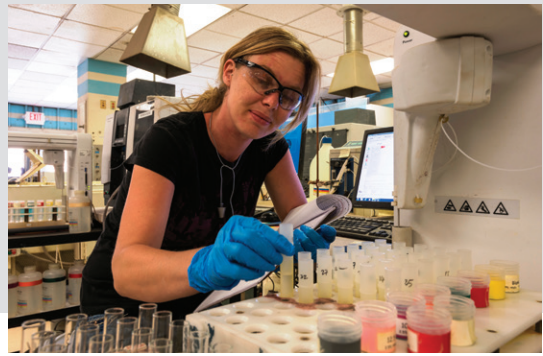
Measuring and reporting on our progress are key elements of our sustainability framework. We continue to build on and learn from the first external targets we established in 2014 to ensure our targets are meaningful and align with our strategic goals as well as broader global sustainable development 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 these targets, as well as future targets – including those related to reducing emissions and fresh water use – is provided in each respective section of our full sustainability report.

Target	2016 Performance	Commentary
<b>Security</b>		
All (100 percent) of applicable sites complete required training in the Voluntary Principles on Security and Human Rights (the VPs) 100 percent 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>Inclusion and diversity</b>		
Increase the enterprise-wide representation of women in the workforce to 15.3 percent by 2018	<b>IN PROGRESS</b>	At the end of the year, enterprise-wide representation of women was 14.8 percent.
<b>Safety</b>		
Zero fatalities	<b>MET</b>	No fatalities occurred at any Newmont site or facility in 2016.
Lower Total Recordable Injury Frequency Rate (TRIFR) to 0.30	<b>ALMOST MET</b>	Our TRIFR of 0.32 held steady compared to 2015. While this performance was industry leading, we did not achieve our goal to further reduce injury rates.
<b>Local procurement</b>		
Each region to achieve spend target with local/local-local suppliers	<b>MET</b>	We exceeded our global local spend by around \$108 million, largely due to a decision to re-evaluate and reassess an in-sourcing initiative in Australia.
<b>Local employment</b>		
Each site to achieve local employment target	<b>ALMOST MET</b>	All sites achieved their target with the exception of Tanami in Australia, which grew aboriginal employment but just missed its goal.
<b>Community commitments</b>		
All sites (100 percent) 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.
<b>Complaints and grievances (C&amp;G)</b>		
All sites (100 percent) close* 90 percent of tier 1# complaints within 30 days * 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.	<b>MET</b>	All sites met our target to resolve at least 90 percent 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 100 percent and one site resolved 98 percent of tier 1 complaints within 30 days.
<b>Water</b>		
All sites (100 percent) complete their action plan for the year and achieve 80 percent of water targets established in the site's Water Strategy Action Plan	<b>ALMOST MET</b>	All but two sites completed all objectives in their site action plans.
<b>Closure and reclamation</b>		
Achieve 80 percent 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 131 percent.



# ETHICS AND GOVERNANCE



## Strengthening governance and accountability

Our Safety and Sustainability Committee evaluates, on behalf of our Board of Directors, management's efforts to build a healthier, safer and more environmentally sound and socially responsible business. During 2016, Committee members met five times to consider material environmental and social risks and opportunities across the business. Each quarterly meeting also included an in-depth review on one of our four regions.

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 metrics related to our health, safety and sustainability performance account for 25 percent of the total bonus target.

During the year, we addressed 357 new issues that were raised through our online Ethics Solutions Tool. Of the cases investigated and closed in 2016, 59 percent were not substantiated. Beginning in 2016, Code violations were formally factored into performance review considerations of those disciplined.

## Extending values into our supply chain

In 2016, Newmont considered selecting or contracting with 461 new suppliers that were screened against anti-corruption, sanctioned third parties and other key criteria. We also expanded our contract terms to align more with our

Human Rights Standard, and we 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.

## Respecting human rights

We are one of the first companies to report our human rights performance in line with the United Nations Guiding Principles Reporting Framework. During the year, we advanced our human rights strategy through human rights impact assessments, security team assessments, a new artisanal and small-scale mining engagement strategy, and an independent study related to free, prior and informed consent (FPIC) of indigenous peoples.

We also commissioned an independent review of allegations of human rights violations and other issues associated with a complex land dispute with the Chaupe family in Peru. A report on the review, as well as our response to the report and our planned next steps to resolve the dispute, are publicly available on our website, [www.newmont.com](http://www.newmont.com).

**100 PERCENT** of security personnel  
**RECEIVED HUMAN RIGHTS  
TRAINING**



### Case Study

#### COUNTRY-WIDE TRAINING ENHANCES UNDERSTANDING OF HUMAN RIGHTS

As an active member of the Voluntary Principles on Security and Human Rights (VPSHR), we commit to maximizing awareness of the Voluntary Principles (VPs) through training. In 2016, our operations in Ghana set a target to train at least 60 percent of Newmont's employees in senior management and management roles and 40 percent of business partner personnel on the VPs. Along with exceeding these targets, we also partnered with the national police academy to train police officers in Ghana.

Read the full story at [www.beyondthemine.com](http://www.beyondthemine.com).



## OUR PEOPLE



### Working safe

We strongly believe it is possible for everyone working on Newmont's behalf to return home safe at the end of the day. No fatalities have occurred at any Newmont site or facility since September 2015; however, our injury rate remained unchanged compared to 2015, and we continued to experience potentially serious events. To improve our safety performance, we launched a global Fatality Risk Management program that focuses on identifying our top safety risks and developing more robust controls and systems to manage them.

### Promoting health and wellness

Our Occupational Health and Wellness Strategic Framework, which was finalized and implemented in 2016, focuses on four areas: medical services, health risk management (including reducing exposures to airborne agents), wellness and community/public health. We reduced acute and chronic illness and diseases associated with exposures by 16.5 percent, exceeding our goal of a 10 percent reduction. We also developed a global mental health framework for supporting personnel and reducing the incidence of mental illness.

Through our long-standing partnership with Project C.U.R.E. – the world's largest distributor of medical donations to developing countries – more than 4,400 community members who reside near our operations in Ghana, Peru and Suriname received free medical care.

### Fostering successful careers

During the year, we conducted a global employee engagement survey. More than 10,000 employees provided honest feedback about their attitudes and perceptions as members of the Newmont team. Overall employee engagement remained strong – well above the industry benchmark – and increased from the previous survey conducted in 2014.

We continued to progress our global inclusion and diversity strategy, growing our employee-led, executive-sponsored business resource groups to 16 (from zero in 2013). We also maintained strong representation by women on our executive leadership team and named Noreen Doyle the Chair of our Board of Directors.

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Experienced **ZERO FATALITIES**  
since September 2015



#### Case Study

#### **COMBATING FATIGUE THROUGH TECHNOLOGY AND SLEEP STUDIES**

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, in 2016 we piloted technology that analyzes a driver's face and vibrates the seat and sounds an alarm when he/she is distracted or falling asleep. We also participated in an innovative sleep study program. Initially conducted with a select group of volunteers at our KCGM operation in Australia, the program expanded to include more than 250 truck drivers in the region due to the positive response.

Read the full story at [www.beyondthemin.com](http://www.beyondthemin.com).





## ECONOMIC AND SOCIAL PERFORMANCE



### Creating mutual value

Our direct economic contributions, which include taxes, wages and benefits, totaled \$5.81 billion. This amount also includes \$16 million in investments in community programs to help address challenges and catalyze long-term socio-economic development.

Prior to entering commercial production in late 2016 at our Merian operation in Suriname, we signed an extensive Cooperation Agreement with the Pamaka community that resides near the mine. The agreement addresses a range of engagement and socio-economic development opportunities, including the creation of a Community Development Fund.

### Maximizing local employment and business opportunities

All of our sites with a local or indigenous employment target either achieved their goal or increased the total number of local or indigenous employees. At our Australia operations, we launched a comprehensive plan to increase indigenous participation opportunities across the region.

The Association of Ghana Industries and the Ghana Chamber of Mines named our Ahafo mine the Mining Company of the Year in part for efforts such as the Ahafo Linkages Program, which helps local micro-, small- and medium-sized enterprises provide goods and services to the mine. We are working to apply a similar program at our Merian mine.

### Engaging communities to achieve long-term benefits

To deepen our understanding of indigenous peoples who reside on or near our operations, the expert advisory panel we formally constituted in 2015 visited our Merian operation. The panel's purpose is to help us identify and apply best practices and inform practical thinking around operationalizing a free, prior and informed consent (FPIC) framework.

At our Tanami mine in Australia, we collaborated extensively with the Central Land Council to develop a 10-year strategic plan to collectively strengthen the aboriginal Warlpiri people's governance, education and employment opportunities.

Through a participatory process with internal leaders and stakeholders who are impacted by artisanal and small-scale mining (ASM), we created a strategy to help us explore, develop and operate in places where small-scale miners work and to promote improved ASM practices.

**RAISED** our  
**2017 TARGET** for all sites  
**TO CLOSE 100 PERCENT**  
of tier 1 complaints within 30 days



#### Case Study

#### CONTRIBUTING TO THE REALIZATION OF A MORE SUSTAINABLE WORLD

At the 2015 United Nations (UN) Summit on Sustainable Development, 17 sustainable development goals (SDGs) that aim to end poverty, protect the environment and promote prosperity by 2030 were adopted. In 2016, we mapped our current contributions to the SDGs, and identified five priority SDGs – good health and wellbeing, gender equality, water and sanitation, decent work and economic growth, and partnership for the goal – where we believe we can make the greatest impact on achieving the goals.

Read the full story at [www.beyondthemin.com](http://www.beyondthemin.com).



## ENVIRONMENTAL STEWARDSHIP



### Creating a positive water stewardship legacy

We continued to improve our Water Accounting Frameworks (WAF) and our understanding of water management risks and opportunities. Recycled or reused water increased to 68 percent of our total water used compared to 59 percent a year ago. We engaged with stakeholders to establish site-based, fit-for-purpose targets to reduce our overall fresh water use by 5 percent over the next three years.

### Addressing climate change

Our efforts to better manage climate change risks included advancing our climate adaptation/resiliency program; pursuing energy and emission reduction opportunities, such as improved haul truck routes and diesel additives; studying renewable technologies; and developing an internal cost-of-carbon pricing mechanism that helps us understand how carbon costs impact our investment options.

We achieved the goal stated in our 2013 CDP questionnaire to reduce greenhouse gas (GHG) emissions by 10 percent over five years compared to a 2011 base year. We also improved our CDP score, placing us above the average of more than 2,200 other companies that responded to the CDP. By 2020, our goal is to reduce our GHG emissions intensity by 30 percent compared to our 2013 base year.

### Managing our impacts

As a member of the International Council on Mining and Metals (ICMM), we participated in a global tailings storage facilities review, which the ICMM initiated following two catastrophic tailings dam failures in 2014 and 2015. As a result of the review, all ICMM members endorsed a new Tailings Governance Framework to minimize the risk of future tailings dam failures.

In support of our commitment to integrate biodiversity and ecosystem services considerations into our business, our Akyem operation signed a memorandum of understanding with the Ghana Forestry Commission to reclaim 257 degraded hectares in the Kweikaru Forest Reserve.

We are committed to minimizing the environmental, social and economic impacts associated with mine closure. During the year, we initiated the first remediation phase at one of our legacy sites, the Midnite mine – a former uranium mine in Washington State. Our Yanacocha operation in Peru held more than 80 workshops with around 2,000 regional stakeholders to discuss the operation's potential closure and expansion plans, and we updated the site's reclamation plan – and associated estimated closure costs.

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**REDUCING** our **FRESH WATER**  
use by **5 PERCENT** over the  
next three years



#### 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.

Read the full story at [www.beyondthemin.com](http://www.beyondthemin.com).





## Awards and Recognition

Among the notable recognition Newmont received over the past year:



### Dow Jones Sustainability Index

Named the mining industry leader for the second year in a row by the Dow Jones Sustainability World Index (DJSI)

## Bloomberg

### Bloomberg ESG Disclosure Score

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



### RobecoSAM's 2017 Sustainability Yearbook

Achieved both Gold Class and Industry Mover distinctions in RobecoSAM's 2017 Sustainability Yearbook, which is based on the assessment used to determine the 2016 DJSI scores



HUMAN  
RIGHTS  
CAMPAIGN  
FOUNDATION

### Human Rights Campaign Foundation 2017 Corporate Equality Index

Received a perfect score of 100 percent in the Human Rights Campaign 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



## DISCOVER MORE

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**LIFECYCLE.NEWMONT.COM** Learn more about the six stages in the life of a modern gold mine on our interactive Lifecycle of a Mine microsite

## LET US KNOW WHAT YOU THINK

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