NEWMONT.

Beyond the Mine

2018 Social and Environmental Performance Report

Our purpose is to create value and improve lives through sustainable and responsible mining.

Dear Stakeholder,

Responsible, sustainable and profitable businesses are anchored, first and foremost, in strong safety cultures. The tragic accident in Ghana at our Ahafo Mill Expansion project in April – resulting in six fatalities – and the death of a colleague working underground at Newmont's Pete Bajo underground operation in Nevada in November, serve as sobering reminders that nothing is more important than everyone going home safely. The loss of our colleagues will have a lasting impact on their families, friends and the entire Newmont family. Following in-depth investigations, we are applying lessons learned from both accidents across our business, while sharing our learnings with the broader mining industry to help prevent similar accidents from ever happening again. We have redoubled our efforts to fully integrate our Fatality Risk Management program across our sites while consistently applying the critical controls we have in place to keep people safe.

The long-term success of our company requires the integration of sustainability into all aspects of our business. Leading environmental, social and governance performance is strongly correlated to strong financial performance and creation of long-term value for our shareholders and other stakeholders. This includes striving to meet the highest standards, contributing toward sustainable development and serving as responsible natural resource stewards to ensure we make positive and lasting impacts on the communities and countries where we operate.

The long-term success of our company requires the integration of sustainability into all aspects of our business.

Sustainability also includes delivering strong operational and financial performance. Our teams overcame geotechnical and other challenges during the year to deliver $805 million in consolidated free cash flow[1] and over $600 million from our Full Potential continuous improvement program.[2] This performance supported profitable growth, which included the completion of three new mine expansions in 2018 – Northwest Exodus and Twin Underground in Nevada, and Subika Underground in Ghana – and we began to advance promising exploration prospects in all four of Newmont's operating regions.

Enhancing our transparency and disclosures relating to sustainability is a key priority and a strong indicator of our commitment to best practices in corporate governance. Through economic impact reports, we are measuring the overall economic contribution – inclusive of taxes, royalties, jobs, supplier contracts and induced benefits – our operations generate for host countries and communities, and sharing this information with government officials and community leaders. Our global strategies on water and energy and climate include expanding our reporting to align with new global frameworks including the CEO Water Mandate and the Task Force on Climate-related Financial Disclosures.

Our human rights strategy, and use of the United Nations Guiding Principles on Business and Human Rights Reporting Framework to disclose our performance, continue to expand our understanding of human rights risks throughout our operations and within our supply chain. Insights from previous reviews informed an integrated approach to assessing human rights impacts at the Sabajo project – a proposed gold mine near our Merian operation in Suriname. This review was the first conducted under our improved approach to free, prior and informed consent (FPIC) of indigenous peoples.

The UN Sustainable Development Goals (SDGs) are a call for governments, businesses, civil society and other organizations around the world to take action and achieve a better and more sustainable future for all. Out of the 17 SDGs, Newmont has prioritized five where we believe we can make the greatest impact. These five SDGs are discussed throughout this report. In 2018, we formed two new global partnerships – with Project WET and the International Union for Conservation of Nature – to amplify our efforts to advance the goals.

For 2018, we achieved our public targets to more effectively assess human rights risks in our security teams and global supply chain, hire and procure services from local communities, reduce our fresh water use, and execute concurrent reclamation activities according to our plan. For the targets we did not meet – related to injury rates, female representation, community commitments, and community complaints and grievances – we are taking steps to drive improved performance.

Creating a more responsible and sustainable business is a continuous journey, and recognition from reputable, independent organizations helps us determine if we are on the right path. For an unprecedented four years in a row, Newmont was named the mining sector leader in the Dow Jones Sustainability Index, an important benchmark of sustainability leadership. Our assessment grade in the 2018 CDP (formerly known as the Climate Disclosure Project) Climate Change report improved to "A-" (up from "B" in 2017), and Newmont was one of 230 companies named to Bloomberg's 2019 Gender-Equality Index in which we achieved a score of 84 out of 100 – above the Index average of 73.

In addition to rankings and recognition, we directly engage with our stakeholders to find out what is working well and where we have room for improvement. A global survey with a broad range of regional stakeholders confirmed that our performance in the areas of transparency, community development and engagement, and environmental performance heavily influences their view of Newmont. Results of an employee survey revealed high engagement levels, but also a need to focus on skills development and career advancement opportunities. To extend the conversation to investors and analysts, we held our first environmental, social and governance (ESG) briefing, which showcased our current sustainability practices and provided opportunities for questions and feedback. Insights from these engagements will help us further improve our performance and adapt to society's long-term expectations.

The tragic failure of Vale's Brumadinho tailings facility in Brazil in January 2019 highlights the need for the industry to improve its approach to design, construction, operation and closure of these facilities. Recognizing this risk, Newmont continues to review and enhance our existing practices. Annually, the Company manages and places more than 100 million tonnes of tailings in the 26 tailings facilities across our operating sites. Newmont's engineering, construction and operating standards and technical guidance explicitly cover tailings management and establish requirements throughout their operating and post-mine closure life. The design, construction and operation of all tailings impoundment facilities are scrutinized through our investment system process, and are supported by inspections and audits, critical controls and strict application of annual inspections by independent qualified geotechnical engineers. Newmont's environmental standards also cover the long-term management of tailings impoundment facilities. To improve awareness of these facilities, we have published a Tailings Fact Sheet that provides further details on the facilities and our approach to tailings management.

A number of Newmont representatives are collaborating with industry peers and organizations to develop consistent and comparable metrics that address stakeholders' expectations for the mining industry's performance. In 2018, the International Council on Mining and Metals (ICMM) surveyed external stakeholders on their views of responsible mining. These findings are being used to develop performance expectations that ICMM member companies can commit to. We are also working with the World Gold Council to develop the Responsible Gold Mining Principles – a new framework that consolidates existing international standards under a single structure.

Following a rigorous due diligence process that included site visits and analyses of safety and sustainability matters in addition to financial and operational reviews, at the beginning of 2019, Newmont and Goldcorp announced an agreement to combine our two companies. This combination will create an unmatched portfolio of world-class operations, projects, exploration opportunities, reserves and talent in the gold mining industry. Goldcorp shares our commitment to protecting the health and wellbeing of people and the environment and to being a catalyst for sustainable economic empowerment in our communities. After the transaction closes, which is expected in the second quarter of 2019, we will honor Goldcorp's community commitments, including those to Canada's First Nations, to ensure their interests are acknowledged and protected. By combining with Goldcorp, we expect to advance our track record of creating value and improving lives through sustainable and responsible mining.

In March 2019, we entered into an agreement with Barrick to form a joint venture that will combine our mining operations, assets, reserves and talent in Nevada. We believe this arrangement will generate long-term value for all of our stakeholders by unlocking synergies; allowing profitable production to continue well into the future; and creating opportunities for our employees and other stakeholders through a broader, unified mining enterprise in Nevada.[3]

Ensuring we have the best leaders in place to lead Newmont through these transformative changes is essential. During the year, we welcomed René Médori to our Board of Directors, further diversifying a Board that was recognized in 2018 by the National Association of Corporate Directors for excellence in diversity. Among my executive leadership team, Tom Palmer was promoted to President and Chief Operating Officer, and he will become the President and Chief Executive Officer of Newmont Goldcorp when I retire in the fourth quarter of 2019.

This report details our past performance and future programs and targets. On behalf of the entire Newmont team, I thank you for your interest and welcome your feedback.

Sincerely,

Gary J. Goldberg
Chief Executive Officer

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[1] This letter to stakeholders includes non-GAAP financial measures. Please see the Form 10-K under the heading Non-GAAP Financial Measures in the Item 7 – MD&A section for a reconciliation of these measures to GAAP and a discussion of why Newmont is presenting this information.

[2] Full Potential cost savings or improvements as used in this presentation are considered operating measures provided for illustrative purposes, and should not be considered GAAP or non-GAAP financial measures. Full Potential amounts are estimates utilized by management that represent estimated cumulative incremental value realized as a result of Full Potential projects implemented and are based upon both cost savings and efficiencies that have been monetized for purposes of the estimation. Because Full Potential savings/improvements estimates reflect differences between certain actual costs incurred and management estimates of costs that would have been incurred in the absence of the Full Potential program, such estimates are necessarily imprecise and are based on numerous judgments and assumptions.

[3] Cautionary regarding forward-looking statements. Forward-looking information representing JV expectations is inherently uncertain. There can be no assurance that the proposed Nevada JV transaction will close or that the forward-looking information will prove to be accurate. See cautionary statement on page 2 of press release dated March 11, 2019, titled Barrick and Newmont Forge Nevada Joint Venture Agreement, for more information.

Dear Stakeholder,

The Safety and Sustainability Committee's mandate is to uphold the commitment of Newmont's Board of Directors to promote a healthy and safe workplace, and environmentally sound and socially responsible resource development. At each meeting, the Committee reviews with management the top sustainability risks and the Company's efforts to address these risks through best practices and integrating sustainability considerations and standards into all stages of the mining lifecycle.

Implemented more than five years ago, the Company's sustainability strategy – which the Committee and full Board review annually – has delivered tangible business value. Strategies – including those focused on water, energy and climate change, human rights, artisanal and small-scale mining, and closure and reclamation – have helped drive improved behaviors and performance. The country risk program has increased Newmont's understanding of socio-political risks in countries and sub-regions, and the Company's new Supplier Risk Management (SRiM) program has been a step change in identifying and managing risks within the Company's vast supply chain.

> Implemented more than five years ago, the Company's sustainablity strategy – which the Committee and full Board review annually – has delivered tangible business value.

In 2018, the Company continued to progress leading environmental, social and governance performance. However, challenges remain, and throughout the year, management provided the Committee updates on the strategic programs that aim to respond to evolving risks and business needs and align actions with stakeholder and societal expectations.

The fatalities at the Ahafo Mill Expansion project and Pete Bajo underground mine require a focused response to prevent such accidents from ever happening again. The Committee discussed Newmont's Fatality Risk Management program and the sharing of lessons learned from these accidents with thousands of employees and contractors at locations around the globe, along with the broader mining industry. These are positive steps, and we look forward to furthering discussions on the effectiveness of these efforts to eliminate fatalities from our workplace.

The recent tailings dam collapse at Vale's Córrego do Feijão mine in Brazil, resulting in significant human and environmental losses, further heightens attention on how mining companies manage tailings facilities. The Committee believes Newmont's efforts to enhance its tailings governance and to identify the critical controls that are most effective at preventing tailings dam failures are crucial steps in preventing such catastrophic events.

The Company's expanded approach to developing social baselines – anchored in findings from the report published by the Expert Advisory Panel that studied our engagement with local indigenous groups in Suriname – demonstrates Newmont's leadership in translating best-practice concepts into site-based performance. Management discussed how the SRiM program's human rights screening process, which was introduced in 2018, has strengthened the Company's ability to manage human rights risks within its supply chain. The Committee expects future programs, including training suppliers on human rights and auditing those suppliers with the highest likelihood to impact human rights, to continue to drive improvements and prevent violations. The work in 2018 and planned future developments better position the Company to prevent and detect human rights issues.

The Company recognizes that stakeholders increasingly want to know how mining activities improve their lives now and in the future. The development of economic impact reports has helped Newmont engage with government officials, and other stakeholders interested in the fair distribution of revenues from mining, to show how the Company contributes to the economies in the countries and communities where we operate. The Committee is also pleased with Newmont's commitment to advancing its public goals by developing outcome-based objectives and targets in key areas including contributions to the UN Sustainable Development Goals.

Discussions in 2019 will include updates on: advancing Newmont's water strategy toward water stewardship; preparing to report against the recommendations of the Task Force on Climate-related Financial Disclosures; identifying opportunities to reduce chemical use and mine waste; and implementing a responsible sourcing strategy that meets downstream users' expectations for responsibly sourced gold and copper. We will also review an updated global occupational health and wellness strategy, and evaluate efforts to further reduce injury rates.

The social and political challenges facing the mining industry and the demands placed on Newmont continue to grow and shift. We look forward to continuing the conversation with management on strategies to anticipate, manage and adapt to those challenges and demands, and achieve the Company's purpose to create value and improve lives through sustainable and responsible mining.

Sincerely,

Joseph A. Carrabba

Joseph A. Carrabba
Chair, Safety and Sustainability Committee of the Board of Directors

Our Business

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 more than 24,000 employees and contractors with operations in five countries on four continents 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 has been named the mining industry leader for the past four years.

Newmont's 100 percent-owned operating assets include the Boddington and Tanami mines in Australia; Ahafo and Akyem operations in Ghana; and 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 Kalgoorlie Consolidated Gold Mines (KCGM) in Australia (50 percent); Yanacocha in Peru (51.35 percent); and Merian in Suriname (75 percent).

Newmont's project pipeline is one of the strongest in the gold sector, including four promising growth opportunities in the execution stage in our Africa, Australia and South America regions.

NEWMONT LOCATIONS

Region	Operations	Projects in execution stage*	2018 Regional gold production (thousand ounces)*
Africa	Ghana: Ahafo Ghana: Akyem	Ahafo Mill Expansion	850 attributable Koz
Australia	Boddington KCGM joint venture Tanami	Tanami Power Morrison Starter	1,523 attributable Koz
North America	Nevada: four operating complexes (Carlin, Long Canyon, Phoenix and Twin Creeks) Colorado: Cripple Creek & Victor		2,057 attributable Koz
South America	Peru: Yanacocha Suriname: Merian	Quecher Main	671 attributable Koz

* As of December 2018. **See cautionary statement.**

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** serves as a blueprint for creating sustainable value over the long term. The three pillars of the strategy include:

- Delivering superior operational execution by running our mines safely and efficiently;
- Sustaining a global portfolio of long-life assets by advancing profitable expansions and exploration on four continents; and
- Leading the gold sector in profitability and responsibility by consistently generating superior returns and demonstrating our values in environmental, social and governance performance.

Five strategic pillars 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 2018, significant changes to the business included:

- Completing three profitable expansions, including Twin Underground and Northwest Exodus – where both projects extended mine life and added lower-cost production in the prolific Carlin district in Nevada – and the Subika Underground, which was completed on schedule and within budget, adding higher-grade, lower-cost gold production at the Ahafo mine;

- Investing in exploration and other growth opportunities including:
  - The acquisition of a 50 percent interest (Teck Resources having the other 50 percent interest) in the Galore Creek Partnership, a large undeveloped copper-gold project in British Columbia, Canada
  - A partnership with Evrim Resources for the Cuale project in Mexico
  - Investments in Miranda Gold and Orosur Mining that expand our interests in Colombia
- Selling our royalty portfolio to Maverix Metals Inc., an emerging precious metals royalty and streaming company, in exchange for 60 million Maverix common shares, representing an ownership interest of approximately 28 percent;
- Welcoming Sumitomo Corporation as a new partner in the Yanacocha operation following Sumitomo's purchase of a 5 percent stake in the partnership; and
- Strengthening our leadership through the promotion of Tom Palmer to President and Chief Operating Officer, and electing René Médori as the newest member of our Board of Directors.

Additional information about these events can be found in our online **newsroom** as well as in our **2018 10-K report**.

Our Approach to Sustainability

For Newmont, sustainability – one of our core values and business strategy pillars – means catalyzing local economic development and job creation through transparent and respectful stakeholder engagement, respecting human rights, and being responsible stewards of the environment.

Our Sustainability Strategy

We recognize that sustainability risks are business risks, and our strategy focuses on integrating key sustainability considerations – human rights, water, energy and climate change, to name a few – into all stages of the mine lifecycle and informing business decisions. The elements of our sustainability strategy align with the three platforms of our business strategy:

- **Delivering superior operational execution** – optimizing business performance through comprehensive standards, systems and targets;
- **Sustaining a global portfolio of long-life assets** – ensuring the effective and efficient investment and operation of profitable mines by proactively assessing and managing social, political and environmental risks and opportunities; and
- **Leading the gold sector in profitability and responsibility** – attracting and retaining the necessary skills and capabilities, as well as building meaningful relationships, to create mutual value and manage reputation.

Framework

Our sustainability strategy's implementation framework provides a systematic and pragmatic approach to connect our foundational **Sustainability and Stakeholder Engagement Polic**y to supporting strategies, standards and systems and metrics.

Over the past few years, we have strengthened this framework with the implementation of our Integrated Management System (IMS), which has improved how we capture, track and report our sustainability risks. Our public targets have helped drive performance and communicate progress. We have also streamlined our reporting processes, resulting in a more efficient and proactive approach that better meets stakeholders' expectations.

SUSTAINABILITY AND THE MINE LIFECYCLE

POST-CLOSURE • EXPLORATION • DEVELOPMENT AND DESIGN • CONSTRUCTION • PRODUCTION • CLOSURE

SOCIAL • ENVIRONMENTAL • ECONOMIC

Mine Lifecycle

SUSTAINABILITY FRAMEWORK

REPORTING
Transparently reporting on our performance helps us build trust with stakeholders by holding ourselves accountable for results and acknowledging areas for improvement.

TARGETS
Clear targets challenge us, drive improvement and allow stakeholders to assess our performance in the areas that matter most.

METRICS | INDICATORS
Metrics and indicators track our performance.

SYSTEMS
Efficient and effective management systems improve cross-functional collaboration and drive a consistent approach to risk management across the business.

STRATEGY | STANDARDS | PROCEDURES
Strategies ensure proactive management of long-term risks, while standards and procedures apply a consistent approach and detail the minimum requirements for fulfilling our commitments. Sites are periodically audited against compliance with standards, and if deficiencies are found, corrective action plans are put in place.

POLICIES
Our global **policies** – including our Sustainability and Stakeholder Engagement Policy – codify our commitments to stakeholders.

Strategic imperatives

Three strategic imperatives – performance, social acceptance and reputation, and risk management – drive the programs necessary to deliver our sustainability strategy:

- **Performance** – We believe – as do investors – that meaningful, measurable and sustainable environmental, social and governance (ESG) performance is reflective of leadership, risk management capacity and responsible business practice. In 2018, we held our first ESG briefing for investors and financial analysts. For the fourth year in a row, Newmont was named the mining sector leader in the Dow Jones Sustainability World Index (DJSI) Industry Group Leader Report – which is compiled by RobecoSAM in concert with the Dow Jones Index – achieving a top percentile ranking in 10 categories including risk and crisis management, climate strategy and human rights. Our focus for 2019 is to maintain this performance and improve our score in other categories through efforts such as **maturing our water strategy** toward water stewardship and better managing supply chain sustainability risks – including those related to human rights – through our **Supplier Risk Management** program.

- **Social acceptance and reputation** – We conducted a global stakeholder survey in 2018 to gather feedback on how stakeholders view Newmont in relation to other companies in the sector. Those most familiar with Newmont had the most favorable impression, demonstrating the value of our engagement efforts and commitment to transparency. Economic impact reports, on-the-ground implementation of our global closure strategy, and insights from **integrating free, prior and informed consent (FPIC)** of indigenous peoples into project development are among the key programs that will continue to drive social acceptance and reputation. We also will expand our reporting in areas including our contribution to the UN Sustainable Development Goals (SDGs) and the **financial impacts of climate change**.

- **Risk management** – Our country risk program, long-term energy and climate strategy, tailings stewardship approach, artisanal and small-scale mining strategy, and biodiversity partnership with the International Union for Conservation of Nature (IUCN) to improve biodiversity outcomes are examples of our proactive and strategic approach to managing sustainability risks. Ongoing work in these areas and new programs – such as the implementation of a **responsible sourcing strategy** – seek to build on current success while anticipating and managing future risks.

Supporting these imperatives is our increasing use of technology to not only improve efficiencies and communications, but also to protect people, connect to each other and our communities, and improve environmental performance and work conditions.

Sustainability governance

Board of Directors
The Board and its committees oversee the sustainability strategy. The Safety and Sustainability Committee provides advice, counsel and recommendations on key sustainability matters while other Board committees have oversight over other sustainability matters such as anti-corruption (Audit Committee) and inclusion and diversity (Leadership Development and Compensation Committee).

Audit Committee | Leadership Development and Compensation Committee | Safety and Sustainability Committee | Corporate Governance and Nominating Committee

Executive Leadership
Primary responsibility for managing sustainability matters rests with Newmont leadership, with the Executive Vice President, Sustainability and External Relations responsible for executing the sustainability strategy.

Chief Financial Officer | Strategic Relations | Sustainability and External Relations | Chief Technical Officer | Human Resources | Chief Operating Officer | Legal

Functional Departments
The Sustainability and External Relations department develops management frameworks and supports the implementation of the sustainability strategy. Other functions across the business are responsible for directly managing material risks and opportunities and executing relevant elements of the sustainability strategy either directly or as members of cross-functional working groups.

Investor Relations | Risk Management | Finance | Sustainability and External Relations | Technology | Health, Safety and Security | Human Resources | Legal

Regional Senior Vice Presidents
Responsibility for day-to-day management and strategy execution resides with the Regional Senior Vice Presidents in our four operating regions.

South America | North America | Africa | Australia

Site General Managers
The General Manager at each operating site is accountable for on-the-ground implementation of the sustainability strategy.

Newmont's Board of Directors and its committees oversee the Company's sustainability strategy as part of their oversight of business strategy and risk management. The Board's Safety and Sustainability (S&S) Committee provides advice, counsel and recommendations on matters relating to health, safety, security, sustainable development, environmental affairs, stakeholder relations and human rights. Other committees also have oversight roles over key sustainability matters including the Audit Committee (anti-corruption, ethical conduct, taxes and royalties) and the Leadership Development and Compensation Committee (talent development, inclusion and diversity). All Committee members are independent directors who are knowledgeable and experienced in sustainability practices. More information about our Board and its committee members is included in our **annual proxy statement**.

The S&S Committee meets quarterly and on an ad hoc basis as needed. In 2018, Committee members met four times to consider matters related to promoting a healthy and safe work environment and environmentally sound and socially responsible resource development. The Committee also reviewed and approved Newmont's annual sustainability report.

Primary responsibility for managing sustainability matters rests with Newmont management. The Chief Executive Officer has ultimate responsibility for Newmont's social, economic and environmental performance, and the Executive Vice President, Sustainability and External Relations (S&ER), is responsible for the Company's sustainability strategy. The S&ER group plays a central role in developing and implementing management frameworks, supporting the implementation of strategies and standards, and tracking and reporting on our environmental and social performance.

Other executives and functions across the business have responsibility for sustainability-related programs and efforts. Examples include:

- Leaders across the business are accountable for implementing policies and standards on the ground, and are required to certify on a quarterly basis that their respective region maintained effective governance controls;

- Site general managers are assigned to lead initiatives around at least one of the top fatality risks, and superintendents and engineers were engaged to identify the critical controls for managing risks related to tailings storage facilities;

- Cross-functional working groups – which include representatives from relevant functions and each region – are developing and/or leading global strategies and programs around country risk, human rights, supplier risk, responsible sourcing, water stewardship, tailings management, climate change and mine closure.

Executives and employees eligible for our annual incentive compensation plan (AICP) are held accountable for the Company's sustainability performance through Newmont's performance-based compensation structure.

Safety, health and sustainability metrics represent around 25 percent of the corporate, regional or site performance bonus payout, with the remaining 75 percent covering operating measures such as exploration, project execution, efficiencies and financial performance (the percentage varies according to whether an employee is at the site, region or corporate level). Our safety and health metrics are based on implementing critical controls, lowering health exposures, reducing injuries and preventing fatalities. The sustainability metrics relate to site performance against our water strategy objectives, the number of acres reclaimed, and Newmont's inclusion and score in the DJSI.

Because of the fatalities that occurred in 2018, management recommended to the Board of Directors' Leadership Development and Compensation and Safety and Sustainability Committees a reduced payout for the 2018 bonus, payable in 2019, for both the Company and personal bonuses for certain populations.

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. Because our industry is dynamic and rapidly evolving and priorities shift over time, we conduct an internal materiality review annually and more in-depth assessments every few years.

When we determine and review our sustainability priorities – referred to as material sustainability aspects by the GRI (formerly the Global Reporting Initiative) – we follow the four-step process outlined by the GRI Principles for Determining Report Content: identification, prioritization, validation and review.

The assessment we conducted in 2018 consulted more than 15 sources – including Newmont's **policies and standards**, issues of importance to the ESG research and ratings firms, and indices such as the Sustainability Accounting Standards Board (SASB) Materiality Map that identifies issues likely to affect the metals and mining sector – as well as insights from ongoing **stakeholder engagement**, to identify potentially relevant topics to Newmont and our stakeholders. We then conducted an internal review to determine which topics were material and validated these topics with external stakeholders, including NGOs, academia and industry associations to ensure multiple perspectives are incorporated into our top priorities. Our priorities also reflect our **salient human rights issues**, which are determined by examining how our business activities can impact human rights across the supply chain and throughout the life of the mine. We first defined our salient human rights issues in 2015 and updated them in 2018.

Most priorities from 2017 have been reaffirmed and remain relevant for this report. Two past priorities – economic performance and employment – were not identified as material for 2018; however, these topics are still addressed in the report to align with the GRI and other sustainability frameworks. In addition, some priorities have been renamed to more accurately reflect the topic, whereas others have been grouped under broader thematic sections (e.g., social acceptance and value sharing).

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

OUR MATERIALITY MATRIX

High

Mid

Low/emerging

Influence on Stakeholders' Assessments/Decisions about Newmont

Social Acceptance ●
Community Relationships, Community Investments, Indigenous Peoples,
Resettlement and Land Use, Artisanal and Small-scale Mining

Water Stewardship ●

Value Sharing ●
Taxes and Royalties, Local Employment

Safety & Health ●
Occupational, Community

Closure & Reclamation ●

Energy & Climate Change ●

Ethical Conduct ●
Ethics, Policy Influence and
Political Contributions

Tailings Management ●

Human Rights ●
Supplier Screening, Security

Cyanide Management ●

Risk & Crisis Management ●

Supply Chain Stewardship ●
Supply Chain Risk Management,
Local Procurement, Product Stewardship

Inclusion & Diversity ●

Labor-Management Relations ● ● **Emissions, Effluents & Waste**

Biodiversity ●

Information Technology ●
Innovation and Technology, Cyber Security, Digital Solutions

Talent Attraction & Retention ●

Increasing importance to
Newmont and its stakeholders

Significance of Sustainability Impacts on/for Newmont

● **Our People**   ● **Environmental Stewardship**   ● **Economic and Social Performance**   ● **Ethics, Rights and Risks**

Public Targets

Targets are a key element of our sustainability framework. They demonstrate our commitment to transparency and improve our ability to manage key areas of social and environmental performance.

The table below summarizes our performance against the public targets we set for 2018 and provides an update on our progress against our 2020 greenhouse gas emissions intensity target. Performance against these targets is reviewed quarterly during a CEO-led call with executive, regional and functional leaders.

In October, our executive leadership team and the Safety and Sustainability Committee reviewed and approved our future targets. These are discussed in each respective section of this report.

We recognize the need to link our efforts to on-the-ground outcomes and impacts, and in 2019, we will examine the opportunity to develop outcome-based social and environmental targets, and further align our public targets to the five priority SDGs where Newmont can make the most impact.

Ethics, Integrity and Human Rights

Public target	2018 Performance	Commentary	For more information
Security			
Ensure security risk assessments pertaining to human rights are completed, issues and potential impacts are identified, and, where necessary, mitigation strategies and controls are in place.	**MET**	All regions/sites have action plans to reduce 100 percent of high and extreme threats to a tolerable level. Our operations in Ghana, Peru and Suriname completed risk assessments and conducted an external review of their respective action plans.	**Human Rights**
Human rights and the supply chain			
Develop consistent human rights pre-screening criteria and integrate into the Supplier Risk Management (SRiM) process.	**MET**	We established consistent human rights pre-screening criteria and all sites* began using the criteria as part of the Supplier Risk Management program. ** Our Merian operation in Suriname currently is not included in the SRiM program. Merian recently implemented SAP, which supports the SRiM program, and is expected to implement SRiM in the future.*	**Human Rights**

Our Workplace

Public target	2018 Performance	Commentary	For more information
Safety			
Zero fatalities	**NOT MET**	Two tragic accidents – one at our Ahafo Mill Expansion project in Ghana where six people lost their lives, and one at the Pete Bajo Underground mine in Nevada where an underground technician was fatally injured – occurred during the year. These accidents highlight the need to redouble our efforts around integrating our Fatality Risk Management system across our business.	**Safety**
Lower Total Recordable Injury Frequency Rate (TRIFR) by 10 percent	**ALMOST MET**	Our 2018 TRIFR of 0.40 improved compared to our 2017 TRIFR of 0.46 but was slightly above our target of 0.39.	**Safety**
Inclusion and diversity			
Increase the enterprise-wide representation of women in the workforce to 15.4 percent by 2018* ** Representation excludes those in fixed-term positions such as internships and those with contracts that end on a specific date.*	**NOT MET**	While female representation was up from 14.7 percent a year ago to 15.0 percent, we did not achieve our public target for female representation to grow to 15.4 percent by the end of 2018.	**Our Workplace**

Economic and Social Performance

Public target	2018 Performance	Commentary	For more information
Local employment			
All sites achieve local employment target* *Australia's targets for 2018 were updated during the year to exclude fixed-term workers and contractors.*	MET	All sites with a local or, where applicable, indigenous employment target achieved their target.	**Local Employment and Business Opportunities**
Local procurement			
All regions achieve spend target with local/local-local suppliers	MET	Globally, we set a local spend goal of $821 million, which we exceeded by $282 million, largely as a result of continuing to refine the definitions and classification of local suppliers.	**Local Employment and Business Opportunities**
Community commitments			
Commitments completed on or before due dates as captured in register	ALMOST MET	All sites met our global target to complete 95 percent of community commitments by the due date, with the exception of Boddington in Australia where a commitment to construct a fence was delayed due to a required environmental and cultural survey. However, the commitment was met during 2018.	**Community Relationships**
Complaints and grievances (C&G)			
All sites (100 percent) close 100 percent of tier 1* complaints within 30 days *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.*	ALMOST MET	All sites met our target to resolve 100 percent of tier 1 complaints within 30 days, except Merian in Suriname and Ahafo in Ghana.	**Community Relationships**

Environmental Stewardship

Public target	2018 Performance	Commentary	For more information
Water			
All sites (100 percent) complete their action plan for the year and overall water consumption is reduced by 4.2 percent compared to 2016 base year	MET	All regions met their water targets, and we reduced our overall water consumption by 6 percent, compared to the 2016 base year.	**Water**
Energy and climate change			
Reduce greenhouse gas (GHG) emissions intensity (tonnes of carbon dioxide per gold equivalent ounce) 16.5 percent by 2020, based on the 2013 baseline	IN PROGRESS	As of the end of 2018, we have reduced our GHG emissions intensity by 11.7 percent compared to our 2013 baseline, which is approximately 70 percent of our public target to reduce GHG emissions intensity by 16.5 percent (compared to 2013) by 2020.	**Energy and Climate Change**
Closure and reclamation			
Achieve 90 percent of planned reclamation activities across Newmont	MET	Our operations completed concurrent reclamation on approximately 148 hectares, and we achieved our public target to complete 90 percent of planned reclamation activities across the Company.	**Closure and Reclamation**

Making an impact on the Sustainable Development Goals

In 2015, 193 member states of the United Nations unanimously adopted the 2030 Agenda for Sustainable Development – an action plan to end poverty, protect the environment and promote prosperity by 2030. It includes 17 Sustainable Development Goals (SDGs) that rely on governments, businesses and civil society to collectively work together to improve the world.

Newmont is committed to advancing these goals and being a leader in the areas where we have the greatest impact through our business activities. Using the World Economic Forum's (WEF) Atlas that maps the linkages between mining and the SDGs, and the findings from an extensive internal mapping exercise, our contribution is described as follows:

17 SUSTAINABLE DEVELOPMENT GOALS (SDGs)

3 5 6 8 17   FIVE SDGs WHERE NEWMONT CAN HAVE THE MOST IMPACT

Priority SDGs

While recognizing that the mining industry has the opportunity and potential to positively contribute to all 17 SDGs, we prioritized the following five SDGs where we believe we can have the most impact through our activities and that are most aligned to our business strategy:

- SDG-3 – Ensuring healthy lives and promoting wellbeing for all at all ages
- SDG-5 – Achieving gender equality and empowering all women and girls
- SDG-6 – Ensuring access to water and sanitation for all
- SDG-8 – Promoting inclusive and sustainable economic growth, employment and decent work for all
- SDG-17 – Advancing the goals through partnerships with governments, the private sector and civil society

Commitments and reporting

We currently report against many of the SDG performance indicators throughout this report (see the **GRI Content Index**); however, we identified gaps in the way we report on outcomes from some of our activities, including around community development. With this in mind, during a global workshop in 2018 with representatives from all of our regions, we identified five specific outcome-based objectives that will help us demonstrate our contribution to SDGs 3, 6 and 8.

Priority SDG	Outcome-based objective
SDG-3	Improved access to quality healthcare Reduction in maternal and infant mortality
SDG-6	Improved community access to potable water Improved access to irrigation
SDG-8	New non-Newmont and non-artisanal and small-scale mining (ASM) jobs created

Each of our regions has identified potential activities to support these objectives including: health initiatives to be carried out through partnerships in Ghana and Australia; job creation opportunities through Legacy Fund donations in North America; and increasing access to water and preventing the loss of drinking water through our foundation (Asociación Los Andes de Cajamarca) in Peru.

In 2019, we will begin collecting baseline data for the regional activities identified while designing new programs that contribute to these objectives. Reporting on the objectives will incrementally increase beginning with our 2020 *Beyond the Mine* annual sustainability report.

As part of our global inclusion and diversity strategy and in support of SDG-5 (gender equality), we have developed key metrics and indicators related to creating an inclusive workplace and diverse workforce. These include gender diversity targets for executives, managers and the overall enterprise.

Collaboration and partnerships

Collaboration among governments, businesses and civil society and global partnerships is essential for achieving the goals, and supports SDG-17. The following three global partnerships will help our efforts to advance the SDGs and create mutual value:

- Project C.U.R.E. – Our long-standing partnership with Project C.U.R.E., the world's largest distributor of medical donations to developing countries, focuses on delivering much-needed medical supplies to operating countries; conducting on-site clinics; and training healthcare providers on techniques to prevent infant mortality. Expected outcomes are in line with SDG-3, with specific emphasis on neonatal and maternal health indicators.

- Project WET – Our partnership with Project WET, a global nonprofit that promotes science-based water education, began in 2018, and in the first year, Project WET strengthened ongoing environmental education programs in Peru and built capacity in local Pamaka villages in Suriname to support potable water infrastructure projects. Building long-term water education capacity supports Newmont's global water strategy and efforts to empower stakeholders to jointly manage watersheds in a responsible manner.

- The International Union for the Conservation of Nature (IUCN) – We partnered with the IUCN to support our performance in biodiversity conservation and impact management, including restoration and offset activities. Partnership outcomes will contribute to improved conservation practices throughout the natural resources sector.

All governments in the countries where Newmont operates have expressed support for the SDGs, and we have integrated the SDGs into our engagement with the governments of Ghana, Peru and Suriname. Our operations in Ghana aligned their sustainability strategy to the country's SDGs. In Peru, Yanacocha participates in the National Society of Mining, Oil and Energy (SNMPE) whose efforts to promote community development are aligned to the SDGs. Suriname is implementing a United Nations Development Programme (UNDP) to localize the SDGs, and the SDGs are a standing agenda item at our quarterly government stakeholder meetings. The U.S. publicly supports the goals and is working to implement them domestically and abroad. In Australia's **2018 Report on the Implementation of the Sustainable Development Goals**, it notes the mining industry's positive impact on the economy through employment.

Stakeholder Engagement

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 trusting relationships based on mutual respect and managing risks present in our business. In addition, stakeholder engagement helps inform our site-level management plans and validate our priorities and salient human rights issues.

In addition to ongoing stakeholder engagement, in 2018, we surveyed more than 400 community leaders, NGOs, government officials, employees, members of the media, and other key stakeholders to deepen our understanding of Newmont's reputation among stakeholders and develop action plans to enhance transparency and advocacy.

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	Key topics and areas of interest	Our approach to engagement and addressing key topics and areas of interest	Examples of key engagement activities in 2018
Employees	• Safe and healthy work environment • Strategy and direction of organization • Workplace diversity and inclusion • Wages, benefits, recognition and commitments • Opportunities for career advancement and/or development • Workplace agreement terms and conditions • Responsible business practices	Code of Conduct, policies and standards, collective bargaining/contract negotiations, lessons learned and leadership coaching, training and development programs, Ethics Solutions Tool, conversations between managers and employees, performance feedback, engagement surveys, town hall meetings with the CEO and other leaders, newsletters, and employee communications channels For more information, visit **Our Workplace**.	• Global employee survey • New labor union in Suriname • Updated wage agreement in Ghana
Host communities	• Safe and healthy operations • Jobs and local business opportunities • Community investment • Environmental stewardship including access to clean water • Access to education and skills development • Infrastructure • Transparency in the distribution of direct and indirect economic contributions • Indigenous peoples' rights • Community wellbeing • Reputation and ethics	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 For more information, visit **Social Acceptance**.	• Integrated environment and social impact assessment at the Sabajo project in Suriname • North America Indigenous Peoples Strategic Framework • Workshops on the future of Yanacocha with communities in Peru
Suppliers/ contractors	• Safe and healthy work environment • Contract terms and conditions • Business opportunities • Financial and operating performance • Responsible business practices • Innovation • Operating efficiencies • Strong partnerships	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 For more information, visit **Supply Chain Stewardship** and **Value Sharing**.	• Forums with suppliers in every region to discuss Supplier Risk Management program • Held sessions on how to do business with Newmont with potential local suppliers in Suriname • Annual supplier summits
Business partners (e.g., joint ventures, strategic business partners)	• Financial and operating performance • Reserves and resources • Safety, health, environmental and social performance • Government regulations and permitting	Terms of agreements, annual and quarterly reports, regulatory filings, regular meetings and communications via telephone, email, website and mailings Please visit our **2018 10-K report** for more information about our business partners.	• Sold 5 percent equity stake in Yanacocha to Sumitomo • Acquired 50 percent interest in the Galore Creek project in Canada (Teck Resources is the other joint owner) • Invested in Miranda Gold's Lyra project and Orosur's Anzá project in Colombia
Governments and regulatory bodies	• Regulatory and legal compliance • Compliance with mining license • Government regulations and permitting • Taxes and royalties • Jobs • Infrastructure • Contribution to national and local socio-economic development priorities • Environmental stewardship	Regulatory filings, responses to requests for information, participation in events and forums, collaboration on government/industry campaigns and programs, tours of operations and site visits, meetings and personal communications For more information, visit **Ethical Conduct** and **Value Sharing**.	• Meetings with Ghana regulators on permitting • Developed conservation action plan with technical working group members (including state and federal agencies) in Nevada • Discussions with the Australian government on Newmont's contribution to the national and regional economy

Stakeholder	Key topics and areas of interest	Our approach to engagement and addressing key topics and areas of interest	Examples of key engagement activities in 2018
Shareholders, investors and analysts	• Financial and operating performance • Share price performance • Dividend payments • Balance sheet strength • Reserves and resources • Safety, health, environmental and social performance • Reputation and ethics • Government regulations and permitting • Mergers, acquisitions and divestments • Corporate governance	Annual and quarterly reports, regulatory filings, investor conferences, annual general meeting, investor road shows, tours of operations and site visits, analyst days, regular meetings and communications via telephone, email, website and mailings For more information, visit our **investor relations site**.	• Site tour of our Australian operations • First environmental, social and governance (ESG) webinar with investors and financial analysts • Annual general meeting of shareholders
Non-governmental organizations (NGO), multinational organizations and civil society	• Transparency and accountability • Governance • Social performance • Human rights and free, prior and informed consent of indigenous peoples • Environmental stewardship • Mutual value creation	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 Examples of this engagement are discussed in **Social Acceptance**, **Water** and **Biodiversity**.	• Developed a Reconciliation Action Plan in partnership with the NGO Reconciliation Australia • Partnered with the International Union for Conservation of Nature (IUCN) on a review of biodiversity programs • Initiated work with the World Resource Institute (WRI) to identify water stewardship opportunities
Media	• Financial and operating performance • Health and safety performance • Community and social performance • Environmental stewardship • Government regulations and permitting • Mergers, acquisitions and divestments	Press releases, interviews, regulatory filings, presentations, publications, site visits, editorial board meetings, communications via phone and email, company website and social media channels Please visit the newsroom on our website for more information.	• Held a "media engagement week" in Suriname to raise awareness of Newmont's operations among journalists and editors • Surveyed media as part of global brand reputation study
Peers and industry associations	• Safe and healthy operations • Responsible business practices • Environmental stewardship • Collaborating with peers via industry organizations and with other business, political and academic leaders via global forums on sustainability issues and policy positions • General knowledge sharing on lessons learned and best practices	Active participation as members and on boards or other leadership assignments, conferences, engagement through business bodies and **industry-wide initiatives**, meetings and personal communications Examples of this engagement are discussed in **Risk Management**, **Value Sharing**, **Tailings, Waste and Emissions** and **Biodiversity**.	• Led the International Cyanide Management Institute Industry Advisory Group's efforts to establish critical controls for protecting workers from exposure to cyanide • Active involvement with the International Council on Mining and Metals on tax reporting, guidance on critical controls for tailings storage facilities and biodiversity • Collaborated with the World Gold Council and its members to develop the Responsible Gold Mining Principles

Voluntary Commitments

Newmont has made a number of voluntary commitments to adhere to high standards of governance, social or environmental policy and performance.

These voluntary commitments reflect our values and allow external stakeholders to hold us accountable. Our participation in industry initiatives, whereby we often take a leadership role, allows us to inform and influence global standards and practices, as well as gain insight into emerging expectations, issues and risks.

Some of the more notable ones are as follows:

Industry Initiatives

International Council on Mining and Metals (ICMM)

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

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.

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 U.S. – and more than 40 industry and NGO participants. Newmont **annually reports** on our efforts to implement and promote the Voluntary Principles.

Extractive Industries Transparency Initiative (EITI)

Newmont is actively involved in the efforts of **EITI** to promote revenue transparency and accountability in the extractive industry, whereby we report on annual tax and royalty payments.

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. Newmont is collaborating with the WGC and its members to develop the Responsible Gold Mining Principles – a new framework that recognizes and consolidates existing international standards for responsible mining under a single structure.

National Mining Association Commitment to Excellence in Safety (NMA CORESafety)

Newmont is a member of the U.S. National Mining Association and its safety initiative, CORESafety, which is an industry-wide partnership to achieve the "0:50:5 Goal" – zero fatalities and a 50 percent injury rate reduction in five years.

Free, Prior and Informed Consent (FPIC) Solutions Dialogue (the "Dialogue")

In 2012, Newmont and other leaders from oil and gas and mining companies and civil society organizations established **the Dialogue** to focus on real-world examples of securing FPIC from indigenous communities on or near prospective concessions. The Dialogue examines challenges, exchanges ideas, and distills good practices and guidance to support the implementation of FPIC. In 2017, the Dialogue published a report on lessons learned from Newmont's Merian mine in Suriname, and we applied these lessons to the assessment conducted at the Sabajo project near Merian. Details about this assessment are discussed in the **Human Rights case study**.

International Network for Acid Prevention (INAP)

INAP is an international body that facilitates knowledge transfer and research to address the challenges and reduce the liabilities 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.

Responsible Minerals Initiative (RMI)

In 2018, Newmont joined the Responsible Minerals Initiative (RMI), a multi-industry initiative focused on minerals supply chain due diligence, including independent third-party audit programs for smelters, supply chain risk assessment tools, and guidance documents on responsible sourcing of minerals including gold.

Multiple regional and national mining associations

In addition to the NMA, Newmont is an active member in many of the organizations that represent the mining industry in our operating jurisdictions including the Ghana Chamber of Mines, the Minerals Council of Australia, the Nevada Mining Association and the National Society of Mining, Petroleum and Energy (SNMPE) in Peru.

Global and Business Initiatives

Environmental

Task Force on Climate-related Financial Disclosures (TCFD)

In December 2015, the Financial Stability Board created the TCFD, recognizing that climate change poses a significant impact on the financial stability of some companies. The TCFD was tasked with developing voluntary climate-related financial risk disclosure recommendations that provide investors, lenders, insurers, regulators, policy makers and other stakeholders in the financial markets climate-related information useful to decision making. Newmont will report to the TCFD recommendations in 2020, based on 2019 activities.

International Organization for Standardization (ISO)

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 have committed to certify our operations to ISO 14001, and we report on the status of our operations' ISO 14001 standards certification in the **Compliance and Conformance** section.

Social

United Nations (UN) Global Compact

The **UN 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 UN Global Compact LEAD Program, which promotes adoption of the Blueprint for Corporate Sustainability Leadership.

United Nations (UN) 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 to protect human rights and the responsibilities of companies to respect human rights and access to remedy. 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.

Paradigm for Parity

Paradigm for Parity is a coalition of CEOs, senior executives, founders, board members, and business academics who are committed to addressing the corporate leadership gender gap. Paradigm for Parity's goal is to achieve full gender parity in leadership positions by 2030, and its road map outlines specific actions to achieve this objective. In 2016, CEO Gary Goldberg pledged Newmont's support for **Paradigm for Parity**.

Governance

Partnering Against Corruption Initiative (PACI)

Newmont is a founding member of the **World Economic Forum's PACI**. We require training based on PACI principles for employees most likely to encounter bribery or corruption risks.

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 create a corporate governance framework focused on the long-term sustainability of corporations and the long-term goals of society.

Voluntary Disclosures

Dow Jones Sustainability Index (DJSI)

The **DJSI** is regarded as one of the most rigorous sustainability indices in the world. Listing on the DJSI is determined through a detailed, evidence-based corporate sustainability assessment administered by RobecoSAM. In 2007, Newmont was the first gold company named to DJSI's World Index and has been included in the index every year since then. In 2018, Newmont was the mining industry leader in the DJSI World Index for the fourth year in a row.

CDP (formerly the Carbon Disclosure Project)

CDP is a nonprofit 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 CDP's annual questionnaire related to GHG emissions since 2007 and water since 2012.

About This Report

Scope

Beyond the Mine is our annual sustainability report that focuses on Newmont's current operating sites. Data presented covers our performance for the 2018 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 2018.

All financial figures are quoted in U.S. dollars unless otherwise noted. Some figures and percentages may not add up to the total figure 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 2018 global sustainability report in accordance with the GRI Standards Core option, 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 **2018 10-K report**.

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

* Ahafo and Akyem in Ghana;
* Boddington, Kalgoorlie Consolidated Gold Mines (KCGM) and Tanami in Australia;
* Carlin, Long Canyon, Phoenix and Twin Creeks operating complexes in Nevada;
* Cripple Creek & Victor in Colorado;
* Merian in Suriname; and
* Yanacocha 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.

In addition to our global report, we publish **regional sustainability reports** that serve as an important communications tool with local stakeholders. Our Australia region's report supports our membership in, and signatory commitment to, the Minerals Council of Australia. The **Asociación Los Andes de Cajamarca (ALAC)** – Yanacocha's foundation – also publishes an annual update on programs that support sustainable development in the communities near the mine.

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 2018. 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 **2018 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 send general comments to **feedback@newmont.com**. For a full list of contacts at Newmont, please visit **Contact Us** on our website.

GRI Content Index

As a founding member of the International Council on Mining and Metals (ICMM), Newmont commits to uphold the **ICMM's 10 Principles for Sustainable Development** and to report in accordance with the GRI framework, which is recognized as the international standard for sustainability reporting and used by thousands of companies worldwide.

The content in this report is mapped to **the five United Nations Sustainable Development Goals (SDGs) we established as our "priority goals"** due to their alignment with our business and our ability to have an impact on outcomes in these areas. These SDGs are cross-referenced in the following GRI Content Index.

We developed this report in accordance with the GRI Standards Core option, which focuses 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.

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.

Section of the framework		Where addressed (page, document, link)
A. GOVERNANCE OF RESPECT FOR HUMAN RIGHTS		
Policy Commitment		
A1	What does company say publicly about its commitment?	Code of Conduct
		Supplier Code of Conduct
		Sustainability & Stakeholder Engagement Policy
		Human Rights Standard
		Guide to Respecting Human Rights
		Human Rights: Approach
A1.1	How was it developed?	Guide to Respecting Human Rights: Human Rights Standard
		Human Rights: Approach
A1.2	Whose human rights does the public commitment address?	Guide to Respecting Human Rights: Human Rights Standard
		Human Rights: Approach
A1.3	How is the public commitment disseminated?	Newmont website
		Beyond the Mine

Section of the framework		Where addressed (page, document, link)
Embedding Respect		
A2	How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	Newmont website UN Guiding Principles Reporting Framework – Early Adopter Human Rights: 2018 Performance Compliance: Approach
A2.1	How is day-to-day responsibility for human rights performance organized within the company and why?	Human Rights: Approach Guide to Respecting Human Rights: Accountability section
A2.2	What kinds of human rights issues are discussed by senior management and the Board, and why?	Human Rights: Approach Guide to Respecting Human Rights: Accountability section
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?	Code of Conduct Human Rights: 2018 Performance Supply Chain Stewardship: Approach
A2.4	How does the company make clear in its business relationships the importance it places on respect for human rights?	Supply Chain Stewardship: Approach Supplier Code of Conduct
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?	Human Rights: Case Study
B. DEFINING THE FOCUS OF REPORTING		
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: Salient Human Rights Risks section
B3	Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	Report on all geographies
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		
Specific Policies		
C1	Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	Code of Conduct Health and Safety Policy Fatality Risk Management standards Emergency Preparedness and Response Standard Tailings and Heap Leach Management Standard Cyanide Code Water Management Standard Sustainability and Stakeholder Engagement Policy Local Procurement and Employment Standard Rapid Response system Voluntary Principles on Security and Human Rights Our Approach to Sustainability: Framework Guide to Respecting Human Rights: Salient Human Rights Risks section
C1.1	How does the company make clear the relevance and significance of such policies to those who need to implement them?	Guide to Respecting Human Rights Ethical Conduct: Approach

Section of the framework		Where addressed (page, document, link)
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: Salient Human Rights Risks section
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: Salient Human Rights Risks section
C2.2	During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Guide to Respecting Human Rights: Salient Human Rights Risks section Stakeholder Engagement
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 Health: Approach, 2018 Performance Safety: Approach, 2018 Performance Our Workplace: 2018 Performance Workforce Rights: 2018 Performance Human Rights: Approach Local Employment and Business Opportunities: Approach Indigenous Peoples: Approach Resettlement and Land Use: Approach
Assessing impacts		
C3	How does the company identify any changes in the nature of each salient human rights issue over time?	Human Rights: Approach, Case Study
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?	Human Rights: 2018 Performance Health: 2018 Performance Safety: 2018 Performance Resettlement and Land Use: 2018 Performance Indigenous Peoples: 2018 Performance Water: 2018 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?	Compliance: 2018 Performance
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, Case Study
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?	Our Approach to Sustainability 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?	Health: Approach Safety: Approach, 2018 Performance Resettlement and Land Use: Approach, 2018 Performance Human Rights: Approach, 2018 Performance Indigenous Peoples: Approach, 2018 Performance Water: Approach, 2018 Performance Guide to Respecting Human Rights

Section of the framework		Where addressed (page, document, link)
Tracking Performance		
C5	How does the company know if its efforts to address each salient human rights issue are effective in practice?	Human Rights: 2018 Performance Safety: 2018 Performance Resettlement and Land Use: 2018 Performance Indigenous Peoples: 2018 Performance Water: 2018 Performance
C5.1	What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	Safety: 2018 Performance Resettlement and Land Use: 2018 Performance Human Rights: 2018 Performance Indigenous Peoples: 2018 Performance Water: 2018 Performance
Remediation		
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?	Community Relationships: Approach Ethics Solutions Tool
C6.1	Through what means can the company receive complaints or concerns related to each salient issue?	Guide to Respecting Human Rights Community Relationships: Approach Ethics Solutions Tool
C6.2	How does the company know if people feel able and empowered to raise complaints or concerns?	Guide to Respecting Human Rights Community Relationships: Approach
C6.3	How does the company process complaints and assess the effectiveness of outcomes?	Guide to Respecting Human Rights Community Relationships: Approach
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 lesson has the company learned?	Community Relationships: 2018 Performance
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?	Community Relationships: 2018 Performance Resettlement and Land Use: Case Study Water: Case Study

Report Assurance

Bureau Veritas North America Inc. undertook the assurance for our 2018 report. The scope for the report's assurance includes **AccountAbility's AA1000 Assurance Standard**, the **GRI Standards Core option** and the International Council on Mining and Metals (ICMM) Assurance Procedure, the latter of which checks the following:

- Alignment of the 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 Standards 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, Integrity and Human Rights

More than **90 percent of employees** participated in in-person **Code of Conduct-related training**

Launched **responsible sourcing strategy** to position Newmont as a trusted and **leading source** of responsible gold

Developed and **initiated** use of consistent human rights **supplier pre-screening criteria**

Our Approach to Ethics, Integrity and Human Rights

Two of our core values are 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. Strong governance, in combination with living our core values, is essential for earning the trust of all stakeholders, protecting our reputation and creating sustained value.

Our **Code of Conduct** (the "Code") forms the foundation of our internal governance and commitment to responsible mining. It also states what is expected of everyone who is a part of the Newmont team, such as behaving ethically and with integrity, complying with all laws and regulations, and respecting human rights. Our Board of Directors reviews, updates and ratifies the Code and re-evaluates it at least every three years.

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

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

These policies are supported by more than 100 global standards that set the minimum acceptable requirements for behaviors, decisions and performance. Together, the Code, policies and standards provide clear guidance on the behaviors Newmont employees and those engaged in activities on our behalf must demonstrate at all times.

GOVERNANCE HIERARCHY

CODE OF CONDUCT

POLICIES

STANDARDS

GUIDELINES

PROCEDURES

Compliance and Conformance

Approach

Ensuring compliance with the wide range of laws and regulations governing our activities throughout the mine lifecycle is crucial to securing our license to operate and protecting our reputation.

Management systems

Our Integrated Management System (IMS) consolidates core business programs and processes into a single framework, allowing us to conduct comprehensive internal audits against our technical standards.

Audits and certifications

We have implemented a multi-year audit schedule to align and integrate audits, where possible, and ensure all operating sites are audited within a three-year window. These audits focus on Newmont's IMS and technical standards, which are based on the internationally accepted ISO 14001:2015 and 45001:2018 standards.

All operating sites must have a third-party certify compliance with the International Cyanide Management Code (the "Cyanide Code"), which is designed to improve cyanide management practices in the gold mining industry.

We require new operations to achieve Cyanide Code certification within 12 months and ISO 14001 certification within three years of reaching commercial production. After initial certification, sites must ensure they maintain compliance.

Regions also have specific certification requirements. For example, our operations in Australia and Peru certify to OHSAS 18001, and our North America region certifies to the National Mining Association's CORESafety framework – a risk-based health and safety management system anchored in leadership, management and assurance.

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 local, regional and national government agencies that review our operational, health and safety, security, environmental and social performance.

Performance measurement

Through our IMS, we track environmental, social, safety, health, security, operational and legal events and rate the actual and potential consequences 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 insignificant or minor impacts, and level 3 to 5 events are those that can result in more substantial impacts. When reviewing events, we focus on potential consequences. All events with a potential consequence level of 3 or higher require an investigation and are reviewed and discussed on a quarterly basis during a CEO-led call with executive, regional and functional leaders.

When we are out of compliance or when a significant event occurs, we commit to transparently disclose and fully mitigate any impacts.

Performance

Fines and sanctions

During the year, we received two environmental fines totaling $94,373, and six environmental sanctions. These actions are summarized in the following table.

2018 FINES AND SANCTIONS

Region	Site	Description
Australia	Boddington	The Department of Water and Environmental Regulation sent a notice regarding alleged breaches of regulations regarding waste disposal and discharges. The operation responded to the allegations in December 2018 and is awaiting a response from the agency.
		The Department of Environment and Energy sent a letter regarding the provisioning of forest land to offset the loss of 29 hectares of suitable habitat. A Deed of Covenant protecting 192 hectares was signed to ensure compliance.
North America	Cripple Creek & Victor	The operation received a $32,500 fine from the Colorado Division of Reclamation Mining and Safety related to a failure to notify the appropriate government agency of a slope failure in late 2017 on one of the site's valley leach facilities.
South America	Yanacocha	The Autoridad Nacional del Agua levied a $61,873 fine related to an unauthorized discharge water point.
		The Organismo de Evaluación y Fiscalización Ambienta (OEFA) issued four sanctions against the site related to: non-disclosure of a grass fire; delayed submission of closure reports; non-compliance with exploration closure activities; and social commitments that were not achieved. The site was required to implement corrective actions.

Detailed information about the citations and orders issued to Newmont in 2018 by the U.S. Mine Safety and Health Administration (MSHA) is disclosed in our **2018 10-K report** under Exhibit 95.

Events

In 2018, we did not experience any events with a social impact at a level 3 or above, but we did have three level 3 events with environmental impacts.

2018 LEVEL 3+ EVENTS WITH ENVIRONMENTAL IMPACTS

Region	Operation, event date and level	Event description
North America	Carlin, January 2018 Level 3 event	An estimated 13.5 pounds of cyanide were released when an 8-hour, 1,000 gallon-per-minute flow of pregnant process solution flowed from solution ponds to stormwater ponds and out of containment to a depression in the adjacent landscape. Key learnings include timely testing and commissioning of leach solution overflow system modifications under controlled conditions, regardless of overall project status.
	Carlin, February 2018 Level 3 event	A tailings pipeline, buried unprotected under a light vehicle road crossing, ruptured and released an estimated 26,300 gallons of low concentration slurry. Most of the slurry was contained, but approximately 9.2 pounds of cyanide and 25 pounds of sodium cyanide were released outside of containment onto the haul road. Among the actions taken to avoid similar events in the future: ensuring that road crossings over process solution lines are properly designed to prevent damage and labeling lines for timely identification.
	Cripple Creek & Victor, January 2018 Level 3 event	The site observed potential PM10 (fine particulate matter less than 10 microns in diameter) exceedances of the 24-hour National Ambient Air Quality Standard due to dry conditions, sustained high winds and constrained water truck availability.

Audits and certifications

In 2018, we transitioned to an umbrella certification program for ISO 14001:2015. An external assurance provider (DNV GL) certified all of our operating sites, with the exception of Merian, which entered commercial production in 2016 and will join the umbrella certification in 2019.

As a result of our integrated audit approach, our umbrella certification for ISO 14001:2015 improves governance to drive performance and progress, streamlines reporting across the business, reduces the audit burden for sites, and saves approximately 30 percent in audit costs.

To maintain strong controls and governance of our IMS program, we held internal auditor training courses for 31 employees representing four mine sites and one regional office.

Compliance with the Cyanide Code is discussed in the **Cyanide Management** section of this report.

Each year, we complete an independent assurance process to verify compliance with the World Gold Council's (WGC) Conflict-Free Gold Standard. In May 2018, 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.

Ethical Conduct

Approach

Newmont's global ethics and compliance program promotes a culture of integrity by emphasizing personal accountability and responsibility while providing employees the information and tools needed to identify, evaluate and address situations in which ethical conduct is critical.

Our global standards on Anti-Corruption, Conflict of Interest, and Gifts and Entertainment state the minimum requirements for conducting business in an honest and ethical manner and in the best interests of Newmont.

A dedicated team – comprising full-time employees in our corporate office and in Ghana, Peru and Suriname – oversees our global ethics and compliance program, provides training and outreach, and supports other activities to encourage ethical behavior and prevent potential misconduct before it occurs. We also have regional ethics advocates, including one attorney in each region, supporting the program in addition to their other duties. Newmont's executive leadership team (ELT) serves as the Ethics and Compliance Steering Committee and meets at least twice a year in that capacity.

Anti-corruption

As part of our commitment against corruption, leaders across the business must certify on a quarterly basis that their respective region maintained effective controls for all aspects of their operations, including exploration activities, and that they are not personally aware of any interaction or payment by Newmont, or on Newmont's behalf, that would violate our Code of Conduct, policies, standards or applicable laws.

To ensure we identify, assess and manage the risks, including many forms of corruption, present in our global network of suppliers, we conduct quarterly anti-corruption audits of suppliers identified as high risk.

Political engagement

Engagement with government stakeholders in current and potential operating countries is a vital enabler for Newmont's business growth. We participate in the legislative process to have a constructive dialogue with those who are creating or influencing policies that have a significant impact on our business.

We also participate in the electoral process where appropriate and allowed by law, and, at this time, we only make political contributions in the U.S. Every donation is made in compliance with our Political Contributions Standard, and all applicable federal, state and municipal laws. Contributions are made either directly by the company or by our company-sponsored political action committee called NEWPAC. Employee contributions to NEWPAC are voluntary and kept separately from those made by the Company.

A key element of our political engagement strategy is our membership in trade associations that conduct lobbying activities on behalf of the mining industry or the broader business community. Some associations in the U.S. also may – either directly or through political action committees – provide contributions to political candidates or causes where permitted by law.

We report our political contributions to our Board of Directors on a semi-annual basis and annually on our **website**.

Engagement and training

We maintain a broad training program that requires all employees and directors to acknowledge our Code of Conduct. Employees with regular computer access at work and employees in managerial and leadership roles must complete online courses on specific topics, and in-person training is made available to all employees to address Code-related issues relevant to their region.

To reinforce the importance of working with integrity, Newmont Chief Executive Officer Gary Goldberg sends quarterly communications to company leaders on ethics and compliance matters, sharing actual cases involving Code violations, outcomes and lessons learned as well as situations in which employees clearly demonstrated the Company's values. His messages are supported by monthly presentations from the ethics and compliance team.

We further embedded a culture of integrity into our personnel management practices by including conversations about our company values during performance evaluations and annual goal-setting meetings.

Performance measurement

We actively encourage employees to speak up and report any incidents where a possible Code of Conduct violation has occurred. Anyone – including contractors and community members – at any time can anonymously report a concern via the web or by phone using our third-party-run **Ethics Solutions Tool** (available in English, Spanish and Dutch). We also input into the Ethics Solutions Tool cases with a Code-related component that originated through other channels such as human resources or security. Any matters that have a human rights impact are categorized as such.

On a quarterly basis, we report on the cases that have come into the Ethics Solutions Tool to our ELT and the Board of Directors' Audit Committee. Substantiated compliance issues lead to some form of action, which may include a recommended process improvement, coaching, formal discipline or termination. Managers are reminded of substantiated outcomes at mid-year and year end so that they can be factored into performance appraisals, thereby potentially affecting remuneration.

Performance

During the year, we continued to assess our ethics and compliance program and identify opportunities for improvement. Areas of focus included strengthening our management of corruption risks, implementing stronger controls, engaging and training employees on relevant ethics matters, and conducting prompt, thorough and fair investigations.

Anti-corruption

We significantly improved the management of commercial and government corruption risk throughout the lifecycle of our supplier relationships with the launch of our **Supplier Risk Management program**. During the year, we initiated a program to audit suppliers identified as high risk from a corruption perspective. As part of the program, each quarter our ethics and compliance team collaborated with our supply chain organization to identify vendors whose work might pose a corruption risk, and then the ethics and compliance team audited the relationship to determine whether it met our basic contracting requirements for bidding, contracting and vendor lifecycle management, and to evaluate the ethics and compliance practices of the vendor. No significant supplier corruption risks were found; however, the audits did identify opportunities to improve internal processes and also served as an effective, positive engagement tool with suppliers.

Beginning in 2018, leaders across the business certified on a quarterly basis that their respective region maintained effective controls for all aspects of their operations and that no interactions or payments by Newmont, or on Newmont's behalf, violated our Code of Conduct, policies, standards or applicable laws. The new certification process led to a heightened focus on certain expenditures, and was supported by an expense management optimization effort to improve our cost-related reporting, specifically to enhance tracking of payments and expenses related to government officials and community leaders.

Following a third-party assessment in 2017 that evaluated the effectiveness of our global ethics program, in 2018, we extended the assessment to our regions and operations.

In 2019, we plan to deploy a new online conflict of interest disclosure platform that reduces the need for paper disclosures and consolidates all disclosures, significantly improving our ability to analyze, track and manage any potential conflict of interest.

Political engagement

Newmont's U.S. political contributions totaled $186,514 in 2018, a significant increase from 2017, reflecting the fact that federal mid-term elections were held and the two states where Newmont operates – Nevada and Colorado – had gubernatorial elections.

In all our jurisdictions, we engaged with government stakeholders on key matters including the following:

- In both Ghana and Australia, we discussed our significant contribution to the national and local economies.
- In the U.S., we met with federal and state officials to discuss numerous legislative and regulatory matters. Most notably, meetings addressed support for Good Samaritan legislation to allow for the cleanup of abandoned mines, and options and reasonable fee structures for the storage and disposal of elemental mercury from mining operations.
- Newmont CEO Gary Goldberg met with Peru's President Martin Vizcarra, as well as regional government representatives in Cajamarca, to continue a dialog on mining activities and opportunities that benefit communities.

These efforts and discussions will continue in 2019 along with developing relationships with a number of newly elected federal and state officials in the U.S. We will also implement an updated Political Engagement and Contributions Standard to ensure continued adherence to Newmont's values and all applicable laws.

Engagement and training

At least 30 minutes of in-person Code of Conduct-related training was made available to all employees, and more than 90 percent of our employees participated in sessions during the year. In addition, those with a work-issued computer and email account were required to complete a comprehensive Code of Conduct online training program, and managers at and above a certain job grade were required to complete online training focused on preventing corruption. Participation in both online training programs was 98 percent.

In April, Newmont recognized two employees for outstanding leadership in integrity with the Company's first-ever "I Work with Integrity" award. An operational leader was recognized for personally delivering Code of Conduct-related training to her entire team, and another employee was recognized for promptly and decisively resolving a potential conflict of interest situation at one of our operations with a regulator, who appeared to be attempting to gain benefit for a family business through the regulator's oversight authority.

Ethics investigations

ETHICS MATTERS ADDRESSED/SUBSTANTIATED
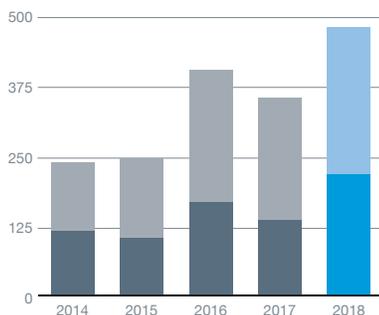
	2014	2015	2016	2017	**2018**
Total matters addressed	237	246	402	352	**477**
Total substantiated cases	114	102	165	134	**215**

NATURE OF ETHICS MATTERS OPENED IN 2018

- Allegations of misconduct or inappropriate behavior: 63%
- Concerns about corruption (including conflicts of interest, commercial and government issues): 19%
- Inquiries: 11%
- Environmental, health and safety allegations: 4%
- Nominations: 4%
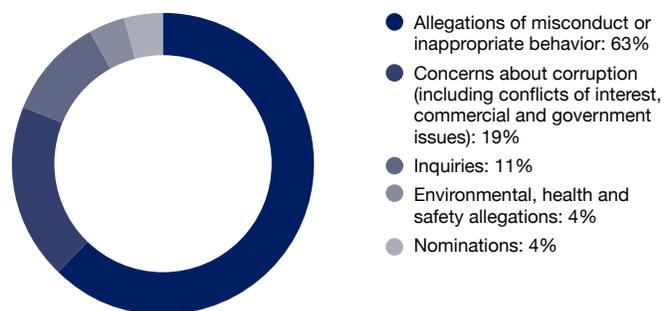
A total of 454 new issues were captured in our Ethics Solutions Tool during the year, and 78 cases were open at the beginning of the year. By year end, 477 of those matters were closed and 55 remained open. Of the cases closed, 65 percent (311) were not substantiated.

Of the cases investigated, the vast majority (63 percent) arose from allegations of misconduct or inappropriate behavior that often involved issues between employees and their managers. Around 19 percent of the cases arose from internal and external concerns about corruption (including conflicts of interest, commercial and government issues), 11 percent were inquiries, and 4 percent were about environmental, health or safety allegations. The remaining 4 percent were nominations that recognized employees for exemplifying our value of integrity.

Of the 41 percent (215) that were substantiated, 30 percent (65) resulted in a recommended change of business process, and 66 percent (142) resulted in human resources or management actions. These actions included 80 employees being counseled on their actions or behavior, 38 receiving disciplinary action and 24 resigning or being terminated. As of early 2019, 55 cases were still being reviewed by management to decide the final outcome. Cases were closed on average in 53 days.

Providing Leadership in the Fight Against Corruption

Our stance against corruption is rooted in our commitment as a founding member of the **Partnering Against Corruption Initiative** (PACI), a cross-industry collaborative effort to implement a global anti-corruption agenda.

While our global ethics and compliance program focuses largely on employees and our vast network of third-party providers, as a member of PACI, we commit to fight corruption and collaborate on global, regional and industry agendas. This includes contributing to informal regional anti-corruption action networks.

In 2018, we demonstrated this commitment, particularly at our operations in Ghana and Peru.

At the Alliance for Integrity Dialogue in Accra, Ghana, attended by representatives from the private sector and government institutions, Newmont's regional compliance counsel Abraham Agbozo moderated a panel on "The Role of a Code of Conduct in Ensuring Integrity." The event was part of a series of awareness-raising dialogs, where experienced compliance and anti-corruption practitioners discussed best practices – including the importance of a code of conduct – in preventing corruption and ensuring compliance. Participants were asked to not just apply these best practices, but also spread the word and deepen their engagement efforts.

We also engaged with the Bank of Ghana (BoG), the country's central bank and principal regulator of the banking industry, to help them set up an ethics and compliance program. The bank requested our assistance in establishing an ethics hotline and investigations process. To ensure the program was successful and supported the broader objectives, we worked with the bank to develop the requisite policies and governance documents and conducted a seminar for BoG's compliance staff.

As a member of PACI, we commit to fight corruption and collaborate on global, regional and industry agendas.

In Peru, Newmont is a member of the American Chamber of Commerce, and a Newmont representative leads the Board's Compliance Committee, which holds monthly meetings with member companies to discuss anti-corruption efforts in the country and share best practices. In 2018, the committee held two seminars on compliance best practices and invited all businesses in the region to attend. Other external engagement efforts include meeting with students from Universidad Privada del Norte in Cajamarca to discuss ethics in a business environment, and, as a member of Peru's National Mining Society, leading the organization's compliance working group. In 2018, the group analyzed new government requirements for anti-corruption programs, and is working on forming a formal compliance committee to strengthen compliance programs throughout the mining industry in Peru.

Human Rights

Approach

Our activities throughout the mine lifecycle have the potential to impact the rights of people. We recognize that respecting human rights not only makes business sense, it is also the right thing to do. We also believe we can, and should, positively contribute to human rights by strengthening capacity and empowering communities.

Newmont's *Guide to Respecting Human Rights* provides an overview of our approach and journey and includes details on:

- Our global human rights strategy and the activities and outcomes that demonstrate our ability to respect human rights throughout our business;
- The key principles that underpin how we manage human rights risks across the business;
- Our Sustainability and Stakeholder Engagement Policy and governance framework, including our **Human Rights Standard**, which sets the minimum requirements sites must adhere to;
- The primary mechanisms for stakeholders to raise issues related to human rights;
- Accountability for our human rights performance;

- The tools we use to manage our salient human rights issues – those human rights at risk of the most severe negative impact through the Company's activities and business relationships; and

- Our commitment to report our human rights performance in accordance with the UN Guiding Principles Reporting Framework (the "Reporting Framework"), the first comprehensive guidance for companies to report on how they respect human rights in line with the Guiding Principles.

Salient issues

We identify, monitor and manage the full spectrum of human rights risks and impacts on an ongoing basis; however, in alignment with the Reporting Framework, we focus our reporting on the eight areas identified through an internal and external stakeholder engagement process as our salient human rights issues:

- Right to life

- Right to water and sanitation

- Right to an adequate standard of living

- Right to enjoy just and favorable conditions of work

- Discrimination in employment/occupation

- Right to health

- Right to not be subject to slavery or forced labor

- Right to self-determination

Complaints and grievances

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 online Ethics Solutions Tool, a manager or human resources representative, or our site-based complaints and grievances (C&G) mechanism and registers.

The issue of violence against human rights defenders – those who peacefully defend human rights – has gained international attention given the increasing number of attacks against defenders. Our core values of integrity and responsibility support our commitment to respect human rights defenders, and we do not condone any form of attack against them or anyone who opposes our activities. We also expect our business partners to condemn such attacks as well. While we do not always agree with positions taken by human rights defenders, we believe an active and open civil society, supported by the rule of law, is essential.

Security program

The basis of our global security program is working alongside host communities to protect people and assets and respect human rights. Due to their higher potential security risks, our operations in Ghana, Peru and Suriname employ or contract with on-site security personnel.

As a formal member of the **Voluntary Principles on Security and Human Rights** (VPSHR) and in accordance with our Human Rights Standard, we commit to implement the Voluntary Principles (VPs), which provide an operating framework for maintaining the safety and security of our operations based on respect for human rights and fundamental freedoms.

With security being one of the pillars of our **artisanal and small-scale mining (ASM) strategy**, we have security action plans in place at locations where we encounter illegal small-scale mining. Designed to minimize conflict between illegal small-scale miners and Newmont personnel, the plans are compliant with the VPs and integrated into our broader security performance monitoring.

Security-related allegations and events must be recorded and fully investigated. Events found to be credible are reported to the appropriate authorities as well as to the VPSHR plenary, Newmont's executive leadership team and our Board of Directors. We also **annually report to the VPSHR** on our efforts to implement and promote the VPs.

Engagement and training

All security personnel must complete annual training based on the VPs, and we encourage public security agencies to participate as well. Each site is responsible for conducting human rights training and designing the training to address the most relevant human rights risks. Some sites choose to extend the VP training to those who do not work in a security role, while other operations integrate human rights modules into training programs within other functions.

In 2018, we launched an online training program for employees to raise awareness about our human rights commitments, our ability to impact human rights, and how everyone working on our behalf might prevent and address potential human rights violations. The program, which is currently voluntary, is available in the official languages where our operations reside (Dutch, English and Spanish). As part of our **Supplier Risk Management** program, we are developing a training program for those suppliers that have an elevated likelihood to impact human rights. The objectives of the program are to:

- Introduce suppliers to Newmont's expectations for supplier performance on human rights (including those outlined in our Supplier Code of Conduct);

- Provide an overview of labor rights in the context of international frameworks and expectations; and

- Provide additional information, resources and tools to help suppliers identify and address possible issues associated with their activities.

The training discusses good practices – and potential red flags – around human rights matters such as freedom of association and collective bargaining, forced labor, human trafficking and fair wages, child labor, discrimination and potential community impacts.

Performance measurement

To progress our mindset and further embed human rights accountability across the business, our near-term focus is on assessing and managing our human rights risks within our supply chain. We expanded our public human rights targets from the ones first set in 2016 – which focused on improving the quality of security risk assessments, mitigation strategies and controls – to include targets related to managing human rights risks in our supply chain.

Advancing our human rights mindset requires collaboration through partnerships and multi-stakeholder initiatives. Along with our active participation in the VPSHR, we continue to share successes and challenges as **early adopters of the Reporting Framework**, and Newmont representatives participate in several forums on human rights, including the annual UN Forum on Business and Human Rights.

Performance

Recognizing that embedding human rights throughout Newmont requires leaders who set the tone, in 2018, Newmont CEO Gary Goldberg was the opening plenary keynote speaker at the annual UN Forum on Business and Human Rights, emphasizing to the more than 2,000 participants from government, business, civil society, NGOs, trade unions, academia and the media that respecting human rights is a mindset that must be the operating system that guides our actions and decisions.

To reflect the rapid changes in the human rights space, we updated our global Human Rights Standard during the year. The updated standard, which incorporates lessons learned from three years of site implementation, requires new projects, or significant changes to existing operations, to integrate an evaluation of human rights impacts into assessments (social, risk, etc.).

We also formalized our human rights strategy, which integrates the requirements of the UN Guiding Principles on Business and Human Rights, including the fundamental requirement that we do no harm. The strategy incorporates many activities we have been undertaking since the publication of our standard in 2014. It reflects regional input and feedback from independent human rights experts.

The updated standard also aligns with one of our near-term objectives to improve how we assess and manage human rights risks in our global supply chain. We met our public target to develop consistent human rights pre-screening criteria that are integrated into the pre-qualification process in our Supplier Risk Management (SRiM) program. By year end, all sites had initiated the use of the pre-screening criteria, with the exception of Merian in Suriname, which will implement SRiM in the future.

To support our target objectives and SRiM implementation:

- We developed an online supplier training program to support human rights compliance and performance;
- We will put in place relevant management plans for suppliers determined to have an extreme or high likelihood of impacting human rights;
- To support compliance with the updated Human Rights Standard, we will roll out guidance to functions, regions and sites in 2019; and
- We will introduce a supplier audit program in 2019, which will be fully implemented in 2020.

HUMAN RIGHTS AND THE SUPPLY CHAIN TARGETS

Year	Target definition	Target for sites	Target for Newmont
2019	Fully implement human rights pre-screening and training for suppliers	100 percent of site and regional suppliers* have been pre-screened based on human rights criteria, and human rights training for site and regional suppliers has been initiated**	All site, regional and corporate suppliers* have been pre-screened based on human rights criteria, and applicable suppliers have completed human rights training**
2020	Implement audits for suppliers with an elevated likelihood to impact human rights	All sites have begun implementation of audits for suppliers with an elevated likelihood of impacting human rights	The supplier human rights audit program has been integrated into the Company's Integrated Management System and assurance audit program

 * Applies to new suppliers or suppliers whose contracts are up for renewal

** Pre-qualification process and scope of work risk assessments identify all suppliers to receive human rights training. Gradual rollout of audits will begin in 2019, with a target of two high-risk suppliers per region in 2019.

Salient issues assessment

As we continue to embed our human rights mindset, our understanding of site-level human rights risks, impacts and opportunities has improved and evolved. During the year, we conducted a review of our salient human rights issues, which we first defined in 2015 and updated in 2018.

Our cross-functional human rights working group led the review process, which considered the increased data we have on risks that may have a human rights component (as captured in our IMS) and regional input on their salient issues. The prioritization process examined the most relevant areas within the three characteristics of saliency – severity, scope and ability to be remedied.

The following table lists our salient issues as well as links throughout this report to details about how we manage each of these:

Salient issue	Description	Approach and performance
Right to life	Entails the right not to be deprived of life arbitrarily or unlawfully, and the right to have one's life protected.	Safety Human Rights (Security)
Right to water and sanitation	Recognized as a separate right in 2010. Requires that water supply for each person is: sufficient to meet basic needs, safe and acceptable in terms of color, odor, and personal or domestic use (all water facilities and services must be culturally appropriate and sensitive to gender, lifecycle and privacy requirements), physically accessible and affordable.	Water Tailings, Waste and Emissions Biodiversity
Right to an adequate standard of living	Includes adequate food, clothing, housing and continuous improvement of living conditions. It was previously interpreted as including access to sufficient water and sanitation before water became a separately recognized right in 2010.	Value Sharing Social Acceptance
Right to enjoy just and favorable conditions of work	Remuneration must be enough to provide workers with a decent living for themselves and their families. This includes a right to healthy and safe conditions of work, a right to equality of opportunity for promotion, and a right to rest, leisure and holidays as part of conditions at work.	Safety Health Our Workplace Value Sharing
Discrimination in employment/occupation	Discrimination in employment and occupation means treating people differently and less favorably because of characteristics that are not related to their merit or the requirements of the job. These characteristics include race, color, sex, religion, political opinion, national extraction and social origin. Other kinds of discrimination that the ILO and its constituents are concerned with include age, disability, HIV/AIDS, religion and sexual orientation.	Our Workplace Value Sharing
Right to health	Refers to the right to the highest attainable standard of physical and mental health. People must have access to the underlying building blocks of good health, such as adequate nutrition, housing, safe and potable water, adequate sanitation, medical supplies, healthy working conditions and a healthy environment.	Health Social Acceptance Water Tailings, Waste and Emissions Cyanide Management
Right to not be subject to slavery or forced labor	Slavery occurs when one human being effectively owns another. The right to freedom from servitude covers other forms of dominance, egregious economic exploitation, and degradation of human beings.	Supply Chain Stewardship Human Rights
Right to self-determination	Includes the right of peoples to develop and progress in social, economic and cultural terms, to dispose of their land's natural resources and wealth, and not to be deprived of their own means of subsistence.	Value Sharing Social Acceptance

Significant human rights events

Tragically, seven colleagues died during the year in workplace accidents. In April 2018, six contractors working on the construction of a structure at the Ahafo Mill Expansion project in Ghana lost their lives when the roof collapsed during a concrete pour. We also lost a colleague in November at our Pete Bajo underground mine in Nevada in a vehicle incident. Details about these accidents, the investigations, lessons learned and actions we are taking to prevent future occurrences are detailed in the **Safety** section of this report.

We continued efforts to resolve a complex land dispute in Peru with members of the Chaupe family, who allege human rights violations by those working on behalf of our Yanacocha operation. Since 2016, Yanacocha has focused on improving communications and relationships with members of the Chaupe family following recommendations from the "Yanacocha Independent Fact Finding Mission." In September 2017, EarthRights International (ERI), on behalf of the Chaupe family, filed suit against Newmont in U.S. federal court, and in April 2018, the court granted Newmont's motion to dismiss, indicating the suit belongs in Peruvian, not U.S., courts. ERI appealed the ruling in 2018, and in March 2019, the U.S. Court of Appeals returned the case to the lower court for reconsideration. We remain committed to finding a dialogue-based solution. Developments and our statements on the matter are publicly available on our **website**.

In a similar matter, Yanacocha exercised its right to possessory defense under Peruvian law after efforts to engage in dialogue failed with members of the Pajares family, who illegally erected two structures on the mine's property. Yanacocha applied lessons learned from the Chaupe case to implement a proactive strategy focused on engagement, communication, security and the enforcement of the law, including the use of human rights observers and Peruvian National Police to document and ensure the safety of Pajares family members and Company employees. Yanacocha entered into a mediated dispute resolution process with the Pajares family in late 2018 and continued good-faith engagement with the aim of finding a mutually beneficial solution.

In 2017, local youth organizations protested at our Ahafo mine in Ghana, petitioning for additional job opportunities and skills training programs. To review the groups' complaints and grievances, the regional minister established a seven-member independent committee, which issued a report in 2018. The committee's recommendations and Newmont's response are discussed in more detail in the **Local Employment and Business Opportunities** section of this report.

In December 2017, the Compliance Advisor Ombudsman (CAO) – an independent accountability mechanism for projects supported by the International Finance Corporation (IFC) – received a complaint from a group of former employees of Yanacocha in which the group raised concerns about environmental and health impacts related to mining activities. In 2018, the CAO assessed the complaint, gathering information from both the complainants and Company representatives. A summary of the assessment process and viewpoints presented to the CAO is available online. The Company was amenable to independent dispute resolution with specific individuals in the group, but could not engage due to pending legal cases with other members of the group. The case was automatically remanded to the CAO's compliance process, as per their mandate, which includes an appraisal of the environmental and social performance while under IFC monitoring.

Assessments and regional highlights

All operations conduct risk assessments on a regular basis and record the risks in our global risk register, which requires sites to flag risks that have a human rights component.

In Suriname, our Merian operation's cross-functional human rights working group held its first workshop. The group developed a human rights management plan, which identified potentially affected human rights, current and future mitigation measures, and next steps.

We also conducted an environmental and social impact assessment (ESIA) for the Sabajo project – a proposed gold mine located approximately 30 kilometers from Merian. For this assessment, we applied lessons learned from previous assessments to more fully integrate human rights considerations into our approach. Findings and insights from this assessment are discussed in the **featured case study**.

Modern slavery

In response to recent legal and policy developments and growing concern about modern slavery – the term used to describe human trafficking, slavery and other practices such as servitude – we published our first **Modern Slavery Statement**. The statement outlines our commitment to respecting human rights and highlights actions we are taking to address risks, including those associated with modern slavery, in our own operations and our supply chain. It also includes information about our SRiM program, which incorporates human rights considerations into all stages of the supplier lifecycle. We will review the statement annually and provide updates as needed.

Training

To further embed human rights awareness throughout the entire organization, we launched an online human rights training program. All employees with a Newmont-issued computer and email address were invited, and approximately 3,400 employees completed the training. Feedback from participants included the need to reduce some of the theory in the training and provide more practical examples. Another observation was the need to increase Australian and North American employees' understanding of human rights in the context of developed countries. This feedback will inform future updates of the program.

During the year, 2,527 employees and 4,307 contractors participated in various human rights training modules. Human rights topics were addressed in a variety of ways ranging from cross-cultural educational sessions, human resources and social responsibility inductions to 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 the needs of the audience.

Our security employees and contractors, and other relevant and interested stakeholders, undergo specific training on the Voluntary Principles on Security and Human Rights. Participant details are included in the table below.

TOTAL NUMBER OF PARTICIPANTS IN SECURITY TRAINING IN 2018

Region	Site/location	Session details		Total number of participants in security training				Percentage of security personnel trained
		No. sessions conducted	Total duration all sessions (hours)	Employees	Private security contractors	Public security/law enforcement personnel	Other external stakeholders	
Africa	Accra	1	8	35	10	0	0	100%
	Ahafo	20	30	450	100	200	0	100%
	Akyem	10	40	48	163	18	217	100%
South America	Suriname	16	374	0	120	66	0	100%
	Yanacocha	466	1,828	8	723	666	0	100%
Total		**513**	**2,280**	**541**	**1,116**	**950**	**217**	**100%**

Security program

We met our public security target for all operating sites to identify high and extreme threats and have action plans in place to reduce these threats to a tolerable level. We also met our target to complete risk assessments and externally review action plans at our sites in Ghana, Peru and Suriname.

We did not experience any significant security-related events at our operations.

However, at the Buriticá project in Colombia (operated by Continental and in which Newmont is a minority interest partner), over the past two years, a number of workers have been killed and several more injured during attacks on different occasions by armed individuals. The incidents underscore the importance of protecting the human rights of those inside, as well as outside, the mine or project boundary. Although Newmont is not the operator, we work to support and influence Continental's practices and align them as closely as possible with Newmont's standards through the Sustainability and External Relations Committee, which includes three representatives from Newmont and four from Continental.

During the year, we commissioned KPMG for an independent security audit of our Ahafo and Akyem operations in Ghana, and we conducted similar but less detailed audits of the Merian and Yanacocha operations in South America. The audits focused on the sites' implementation of the VPs, including how the private and public security forces at each mine protect operations and communities in a way that respects human rights. Key recommendations from the review include increasing external training on the Voluntary Principles with organizations such as public security, and further promoting the site-based complaints and grievances process with the community to increase awareness about how to file complaints. Action plans are being developed to address the reviews' findings and recommendations.

Human Rights Case Study

Lessons Learned Improve Understanding of Human Rights Risks

Since we began formalizing our approach to human rights in 2014, we have used different methods for conducting the human rights due diligence necessary to ensure we respect and do not infringe upon human rights at any of our operations.

Some of these methods have been more effective than others. For example, when we conducted standalone human rights impact assessments (HRIA) at our Merian mine in Suriname and Yanacocha operation in Peru in 2016, we gained valuable insights. However, we also learned the importance of ensuring potential human rights impacts and risks identified in one phase of the mining lifecycle are understood and extrapolated to other phases. This approach also highlighted the need to better define the areas of operation and risk scenarios to be assessed (i.e., potential site expansion versus closure).

Taking the lessons learned from these earlier assessments, we moved to a more integrated and comprehensive approach to assess the potential social, environmental and health impacts, as well as human rights considerations, for the Sabajo project – a proposed expansion of our Merian operation in Suriname.

While one of the challenges was defining impacts around what is currently a hypothetical project, this integrated environmental and social impact assessment (ESIA) approach resulted in many improvements over past studies.

Most notably, our public consultation and disclosure plan went well beyond the regulatory requirements and built upon the goals of inclusivity, transparency, and free, prior and informed consent (FPIC) of indigenous peoples. Features included the following:

- Engagement occurred with relevant stakeholders during five distinct stages of the assessment – pre-scoping, scoping, baseline method validation, baseline results validation, and assessment results presentation. The participatory approach to conducting the baseline studies included a historical narrative process that identified the Kawina Maroon Tribe as the traditional owners of the land where the Sabajo project is located. The goal of our overall approach was to ensure the traditional owners of the land were able to make informed decisions about the project. Once we identified the traditional owners, a round of informal pre-scoping engagements helped build their capacity to participate in the ESIA process and eventually in the negotiations regarding shared value.

- Potential human rights impacts from the project were determined by including human rights aspects in various baseline studies and through issues raised during the consultation process. Additional engagement on human rights took place with small-scale miners, Kawina tribe members and other communities during consultations to ensure information and issues were captured accurately.

Our public consultation and disclosure plan went well beyond regulatory requirements, building upon goals for inclusivity, transparency, and free, prior and informed consent of indigenous peoples.

- Engagement methods included focus groups, informal and formal community meetings, and one-on-one meetings so that we could conduct in-depth interviews about sensitive issues such as human rights and cultural resources. We also coordinated a visit to Merian and Sabajo for members of the Kawina tribe.

Among the key human rights risks and benefits identified in the ESIA:

- A local employment and procurement program could contribute positively to the right to work and the right to an adequate standard of living.

- Baseline research determined that Newmont's acknowledgment of the Kawina's land rights contributes to their rights to property, self-determination and culture.

- The rights to water, health and an adequate standard of living could be negatively impacted by accidental spills of hazardous materials and/or the generation of acid rock drainage that flows into water bodies used by nearby communities. Additionally, restricting small-scale mining activities that use environmentally harmful practices within the mine boundary would be a positive impact. However, the restriction of small-scale mining activities would also negatively impact any displaced small-scale miners' right to an adequate standard of living.

- Increased traffic resulting from project development could negatively impact the right to life as well as the right to health due to a higher risk of accidents and increased dust and air pollution.

Risk Management

Approach

As a global mining company, we have a risk profile that is inherently broad and evolving, and effectively managing these risks is crucial to delivering on our strategy and achieving our purpose.

Our global Risk Management Standard and supporting risk management system procedure (MSP) are embedded in our Integrated Management System (IMS) and require that all areas of the business use a common risk assessment framework based on the International Standard for Risk Management (ISO 31000). This six-step framework helps create informed decisions on risk treatment options that directly impact the bottom line.

RISK MANAGEMENT FRAMEWORK
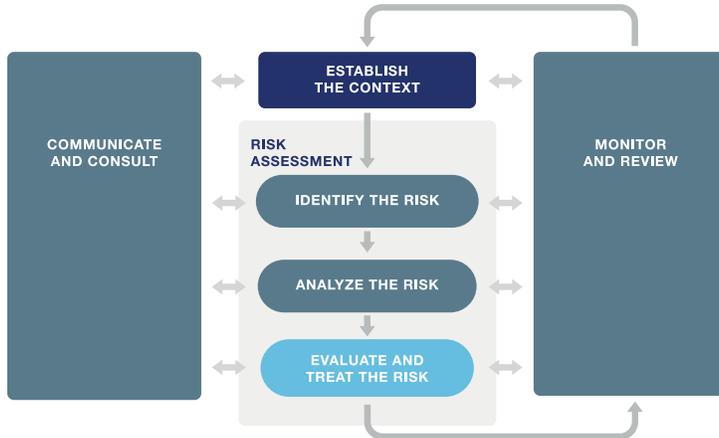
Through our Enterprise Risk Management (ERM) process, we identify, analyze and report the Company's top risks to senior leaders and the Board of Directors along with details of the risk assessments and corresponding management plans. A team within our corporate finance department manages the ERM process and works to expand a risk-aware culture aimed at minimizing risk exposures and protecting shareholder value.

Country risk

Because mining is increasingly concentrated in developing countries and many new opportunities are located in comparatively risky locations, it is vital that we understand and effectively manage our socio-political risks. Augmenting our ERM process is Newmont's country risk program. Key components of the program include:

- *Country risk model* – a common measurement of country risk within Newmont to inform investment decision making and strategy development.

- *Country tier framework* – prioritizes countries according to the level of interest to Newmont and highlights high-risk countries; an internal cross-functional Country Risk Council reviews country tier rankings quarterly; and each country where Newmont operates has an executive leadership team (ELT) sponsor who reviews country risk strategies and ensures these strategies are communicated to Company leadership. The Board of Directors also reviews country risk program developments annually.

- *Country risk analysis* – identifies risks through an iterative process in which a cross-functional team catalogs perceived risks that are then reviewed by internal global risk experts and supplemented by external analysis as appropriate. This work informs investment and business plan decisions, provides the basis for the development of country risk management strategies, and is presented to our Board of Directors to inform relevant oversight and decision making.

Crisis management

While our risk management program is designed to identify credible potential event scenarios, when a crisis or significant incident does occur, our Rapid Response system ensures timely activation of the plans, people and resources required to respond and engage with all relevant stakeholders. Three tiers of teams – site, region and corporate – use the system to support an effective and coordinated response at the local, regional and global levels. On an annual basis, each team conducts training and runs a simulation (with the exception of Yanacocha in 2018 due to scheduling conflicts associated with moving the regional headquarters from Lima to Miami). We also conduct an annual global simulation involving a hypothetical scenario that activates all three tiers.

Performance measurement

Our IMS tracks and reports our risk information in a company-wide risk register. The IMS risk register documents identified risks and assigns risk ownership to the region and/or function within Newmont that has the most knowledge and experience of the risk. Management periodically reviews top risks to determine whether additional risk analysis is required.

While initially designed to manage aspects of our health, safety, security, and sustainability and external relations functions, our IMS risk program has been integrated across other business functions. Implementation of the IMS – which began in 2015 and was completed in 2018 – has resulted in notable improvements in risk management and communications; audit efficiency; linkages between events with control failures and root cause identification; management of change processes; global governance; and prioritization.

Each quarter, tier 1 ERM risks related to sustainability matters are reviewed by the Sustainability and External Relations leadership team to ensure effective mitigation plans are in place. The Board's Safety and Sustainability Committee reviews top enterprise sustainability risks each quarter and has a more robust discussion on all risk mitigation measures at least annually. All top risks facing the Company, along with details of the risk assessments and corresponding management plans, are reviewed by the full Board.

Performance

We enhanced our risk management approach through assessments, audits and programs on key sustainability matters. Among the notable efforts in improving our ability to manage our sustainability risks were the implementation of our **Supplier Risk Management program**, **enhancing our tailings stewardship** by aligning our standards and practices with the International Council on Mining and Metals (ICMM) governance framework, and **improving our Fatality Risk Management program's critical controls**.

To increase our focus on areas where we can improve our ability to manage a risk and enhance our ERM communications, we are developing a risk management capability scorecard. The scorecard asks specific questions around assurance activities and assigns a score based on how well the risk is being managed. In 2019, we will apply the new scorecard approach to all ERM tier 1 risks with scorecard updates being conducted depending on the assurance level.

As part of our continuous improvement activities, we reviewed our Risk Management Standard and MSP, leading to updates that support a more consistent communication of risk information throughout the Company.

A focus for 2019 will be on applying a more consistent approach and common philosophy around controls, such as our Fatality Risk Management critical controls and tailings management controls, across our top risk profile.

Sustainability risks

For 2018, the Company's tier 1 sustainability risks identified through our ERM process were:

- *Tailings storage facility (TSF) structural integrity* – A major failure of a TSF would result in significant operational, financial, environmental, safety, health and reputational impacts. We will continue to review, assess and modify, as needed, our global and regional strategies to ensure our **controls effectively manage these risks**.

- *A cyanide ban within a specific geopolitical jurisdiction* – Newmont's **cyanide management approach**, which includes our long-standing commitment to ensure full compliance with the International Cyanide Management Code, supports efforts to mitigate this risk.

- *Government and/or political actions that result in value loss* – The purpose of our country risk program is to monitor and assess these risks and serve as an early warning mechanism on any key developments.

- I*ncreasing government regulation on environmental standards* – We address this risk through our stringent environmental standards; extensive engagement and collaboration with government, regulatory and community stakeholders; and programs, such as environmental participatory monitoring, that increase awareness of mining activities among community members and build our understanding of stakeholder concerns.

- *Water availability* – Our **global and regional water strategies** aim to identify and effectively manage the risks associated with water access and availability as NGOs, communities and governments are pressuring water-intensive industries, such as mining, to limit use.

More detailed information about the sustainability risks associated with the topics most material to our stakeholders and our business is included throughout this report. In addition, a list of our significant risk factors can be found in our **2018 10-K report**, beginning on page 14.

As Newmont's pipeline of development projects continues to strengthen, we will work to ensure project design includes an adequate understanding of sustainability risks and opportunities.

Country risk trends

While each region and jurisdiction where we operate presents unique geopolitical risks, our country risk program identified the following three major risk trends across our regions:

- Government efforts to increase revenues from mining operations;
- Potential regulatory changes; and
- Operating environment uncertainties due to elections.

To address and effectively manage these risks, we developed comprehensive engagement strategies that were executed in 2018 and will continue through 2019. Our country risk program will continue to expand so that risks are identified prior to investment decisions and future needs are anticipated.

Cyber risks

As the world becomes increasingly connected and the digital world expands, like many businesses and organizations, Newmont faces constant and evolving cyber threats. With cyber security as one of our most significant business risks, we began implementing phase two of our three-phase program to enhance our cyber security capabilities across the business and reduce the risk of these threats.

One notable change to our approach in 2018 was establishing information technology (IT) and operating technology (OT) as separate and distinct.

On the IT side, the second phase of our cyber security program significantly strengthened our ability to detect and protect our assets around the globe. This included enhancements to our endpoint, network, and application landscape.

In the OT environment, we focused on the verification and validation of an OT cyber security strategy. This strategy targets critical mining and processing systems within the organization and establishes a framework to protect those critical systems from attack and unauthorized access. Our Nevada and Australia regions commenced strategic planning during the year, and in 2019 we will begin to implement the new OT cyber strategy in Australia, with other locations to follow over the course of the next five years.

From a governance perspective, we adopted two new global standards (based on the ISO 27001 standard) – Acceptable Technology Use and Cyber Security – that establish the minimum requirements for protecting the confidentiality, integrity and availability of Newmont information and communications technology assets. To improve our cyber incident response capabilities, in 2018 we partnered with other mining and minerals companies to form a Cyber Information Sharing consortium.

During 2019, we will enter our cyber security program's third phase, which will focus on fine-tuning and optimizing our cyber security prevention and detection capabilities and addressing any emergent threats that present themselves to the organization.

Systems and services

During the year, we completed the final implementation phase of our IMS, which we use to capture, track and report our sustainability risks. Elements of this phase include completing a final set of standards, integrating our **Supplier Risk Management** program into the IMS, and achieving global ISO 14001:2015 umbrella certification – the latter of which is expected to significantly reduce audit costs, reduce the audit burden for sites, and reinforce a risk- and performance-based focus.

Risk Management Case Study

How "Bow Ties" Sharpen Our Focus on the Controls That Matter Most

Common to a risk management approach is identifying risks and ensuring controls are in place for managing such risks. Because there often can be numerous controls, for our most significant risks, we have recently begun to focus on the key controls – often referred to as critical controls – that are most effective at reducing the risk of a catastrophic event.

Through a "bow-tie" analysis – named after the shape of the diagram – we identify potential causes and consequences of a risk scenario. Crucial to the process is having those who directly manage the risk – including frontline leaders and site leadership – involved in the analysis.

We're focused on the key controls – often referred to as critical controls – that are most effective at reducing the risk of a catastrophic event.

Once in place, the critical controls must be continuously maintained and tested. As part of our Fatality Risk Management program, frequent field-based verifications are conducted by site managers to ensure the critical controls are in place and effective. We also review and update our critical controls as needed and when events improve our understanding of the controls necessary to manage the risk. For example, our exploration function has applied specific performance requirements to the critical controls that protect people during exploration drilling campaigns.

Ongoing scrutiny also helps us identify root causes and develop and implement long-term solutions.

CAUSE · PRE-EVENT CONTROLS · EVENT · POST-EVENT CONTROLS · CONSEQUENCE

Our first bow-tie assessment was in 2015 when our global health and safety function launched a critical control management process that evolved into our Fatality Risk Management program. Along with identifying our top 16 fatality risks, we identified the critical controls that must be in place every time we undertake a task involving that risk.

In 2018, we conducted bow-tie assessments to identify critical controls for managing the risks related to our tailings storage facilities and our use of cyanide as a reagent for gold processing. These efforts are discussed in featured case studies in the **Tailings, Waste and Emissions** and **Cyanide Management** sections.

Approach

In 2018, Newmont procured around $4.4 billion in goods and services from nearly 8,000 suppliers worldwide, ranging from multinationals to small local suppliers based near our projects and operations. Understanding the risks present in our diverse and dynamic supply chain and working with suppliers that share our values and goals are critical to our operations.

RISK MANAGEMENT ACROSS THE SUPPLIER LIFECYCLE

Sourcing and procurement

Newmont's **Supplier Code of Conduct** sets the minimum standards of responsible business conduct expected from those wishing to do business with, or on behalf of, Newmont. Suppliers, and all sub-contractors working on their behalf, must comply with our contract terms including provisions to adhere to our Code of Conduct, policies and standards.

Our global Supplier Management Standard details the key elements of our Supplier Risk Management (SRiM) program, a robust end-to-end process framework that aims to drive a more proactive and consistent approach to managing supplier-related risks and performance. The framework defines roles and contract ownership and improves transparency and financial controls. The SRiM process is centered on seven phases of the supplier lifecycle:

1. *Category planning* – embeds alignment across the supply chain department, supporting functions and the business plan to increase transparency on operational requirements and to ensure Newmont and its suppliers meet those requirements

2. *Pre-qualification* – provides an understanding of a supplier's overall risk profile through a pre-qualification process that includes a prohibited party, anti-bribery and anti-corruption screening; financial health assessment; historical and current safety performance; and social, environmental, security and human rights history

3. *Plan and scope* – develops a scope of work (SOW) that articulates the services or goods to be supplied in order to undertake a cross-functional tier and risk assessment, and assigns the appropriate risk level

4. *Source and execute* – a cross-functional working group evaluates a supplier's ability to execute the SOW in accordance with Newmont standards, and, upon awarding the contract for goods and/or services, develops a risk-specific supplier management plan (SMP) to embed risk mitigation activities and performance metrics specific to the risk profile of both the SOW and supplier

5. *Mobilization* – ensures the supplier, and all parties who engage with the supplier, understand what is required for the successful mobilization and ongoing delivery of the SOW through the SMP

6. *Supplier management* – mitigates identified risks and supports efforts to deliver services in a safe, compliant and efficient manner throughout the lifecycle of the contract by ensuring the SMP activities are managed, monitored and tracked

7. *Closeout* – reviews the completion of deliverables, identifies potential risks related to demobilization, assesses performance against plans, and provides an opportunity to discuss feedback from both the supplier and the Company

The SRiM framework must be applied to suppliers that provide critical goods and are identified as having extreme (tier 1) or high (tier 2) risks.[1]

Smelting and refining

The gold we produce is transported in the form of doré to refineries certified by the London Bullion Market Association (LBMA). Swiss refinery Valcambi refined a majority of Newmont's doré produced at our North America, Peru and Ghana operations for most of 2018. In October, we signed new refining agreements, and as a result, Asahi Refinery in Salt Lake City, Utah, now refines the doré produced at our North America operations. Our Ghana operations use Swiss refinery MKS PAMP and our operations in South America – Yanacocha and Merian – use another Swiss refinery, Argor-Heraeus. The Perth Mint refines the gold produced at our Australian operations.

All refineries used by Newmont 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. They also conform to the **Responsible Minerals Initiative**'s (RMI) Responsible Minerals Assurance Process, in which independent audits validate a smelter or refinery's management processes for responsible mineral procurement. For more information about the refineries' commitment to a responsible supply chain, please visit the **Argor-Heraeus**, **Asahi Refining**, **MKS PAMP**, **Perth Mint** and **Valcambi** websites.

[1] Our Merian operation in Suriname currently is not included in the SRiM program. Merian recently implemented SAP, which supports the SRiM program, and is expected to implement SRiM in the future.

The copper we produce is sold to smelters and manufacturers in the form of concentrate and cathode for further treatment. All copper sales contracts include requirements to comply with permits, approvals and other laws, and agree to anti-bribery measures. Copper concentrates sold by Newmont contain gold, and provisions within the concentrate sales contracts require the buyer to 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.

Our Product Stewardship Standard aims to reduce downstream environmental, safety, health and social impacts through minimum requirements for managing and vetting downstream buyers. The standard also establishes a set of environmental, health, safety, technical and social criteria and a due diligence and review process. Although the standard does not implicitly apply to doré, our refining agreements include provisions that address the spirit of the standard and allow for due diligence as well as audits should we identify any concerns with a refiner. The standard does not apply to copper cathode sales because we sell to trading companies that then sell to various fabricators with which we do not have any direct relationship.

More information about our products is included in our **2018 10-K report**.

Responsible sourcing

There is a growing expectation from downstream end-users, such as electronics manufacturers, and key stakeholders, for mining companies to transparently report and assure performance on a number of environmental, social and governance (ESG) standards and criteria. To better position Newmont as a trusted and leading source of responsible gold, in 2018 we launched a responsible sourcing strategy.

Developed by an internal cross-functional working group, the strategy incorporates input from external responsible sourcing thought leaders and analyses of leading guidelines, initiatives, standards and codes. The broad objectives of the strategy are:

- *Report and assure operational performance* – transparently report and assure ESG performance in line with expectations of key stakeholders;

- *Value chain management* – implement effective management of our value chain in a proactive and transparent manner;

- *Internal governance and capacity* – establish appropriate internal governance structures to promote awareness and ensure effective implementation; and

- *External engagement* – lead, engage, monitor and influence policies and practices to promote alignment with our responsible sourcing framework.

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 and their uses and value streams. In 2018, we also joined the Responsible Minerals Initiative (RMI), which brings together representatives from more than 350 companies and associations across multiple industries to discuss best practices on responsible mineral sourcing.

Performance

Supplier risk

Implementing our global Supplier Risk Management (SRiM) program, which aims to significantly improve how we manage risks within our supply chain, was a significant area of focus in 2018. Among the key activities:

- We updated and implemented our Supplier Management Standard to align with the requirements of the SRiM program, established a clear and consistent methodology for classifying high-risk suppliers, and ensured all supplier risk management plans and associated actions were captured and tracked in an online tool accessible to both the suppliers and contract owners.

- To support the program's implementation, compliance with the Supplier Management Standard and the process governance, we launched an online lifecycle management toolkit and created a certification program for contract representatives across the Company.

- At the end of 2018, 94 percent of our tier 1 suppliers (i.e., those that provide critical goods and have been identified as having extreme or high risks) had developed and approved supplier management plans. Around 23 percent of all tier 2 suppliers had developed supplier management plans. By the end of 2019, the target is for all tier 1 and tier 2 suppliers to have supplier management plans in place.

- We initiated an audit of suppliers identified as high risk from a corruption perspective and developed a program to audit suppliers with an elevated risk of impacting human rights that we will introduce in 2019.

- We facilitated anti-corruption training for some of the high-risk suppliers identified by the regions and plan to expand the training to all high-risk suppliers.

- In each region, we held forums with tier 1 and 2 suppliers and contractors to introduce the SRiM process and gather feedback to incorporate into the program's implementation.

To monitor compliance and track the program's performance, we designed a governance structure and established a global cross-functional governance steering committee. Once implemented in 2019, the committee will meet at least twice a year to review regional compliance data. Regional governance committees – made up of members of the regional leadership team – will meet quarterly to review compliance and supplier performance. A governance support team within our supply chain organization will provide monthly updates to site general managers and contract owners, and will engage with the global steering committee to ensure any risk profile changes and requirements are addressed and implemented.

Screening and pre-qualification

A key aspect of our SRiM program is the pre-qualification phase in which a risk rating is assigned to the supplier based on screenings, assessments and performance reviews.

All prospective suppliers received an initial screening for anti-corruption and anti-bribery, and current suppliers were screened on an ongoing basis. Any potential or existing supplier flagged during these screenings was disqualified from conducting business with Newmont.

In 2018, all tier 1 and tier 2 suppliers were issued a pre-qualification questionnaire related to social, environmental, human rights, health and safety, ethics and compliance, and security and information technology risks. All outstanding questionnaires were escalated to the contract owner to discuss with the supplier. During the year, we developed more consistent human rights pre-screening criteria, and by the end of 2019, all suppliers are expected to be screened against these criteria.

With the SRiM program launching in late 2018, the focus in 2019 will be on further embedding the program across our regions and sites through robust communications and support as we realign processes and approaches that have been in place for many years.

Responsible sourcing

Implementation of the responsible sourcing strategy's first phase began in the second half of the year and involved defining what responsible sourcing means for Newmont, mapping existing initiatives in this space, and determining redundancies and gaps with existing policies, standards and activities – including our SRiM program and Conflict-Free Gold Standard compliance, as well as industry initiatives and partnerships. Our Product Stewardship Standard, which was finalized in 2018, also supports the strategy.

During 2018, Newmont collaborated with the WGC and its members to develop the Responsible Gold Mining Principles – a new framework that recognizes and consolidates existing international standards for responsible mining under a single structure. The Principles are designed to complement the LBMA Responsible Gold Guidance that ensures gold refineries apply high standards of governance including robust frameworks for compliance, due diligence and risk management. Development of the Principles included extensive consultation with stakeholders. This work will continue in 2019 along with the development of an assurance framework to ensure external assurance is consistently conducted.

Focus areas for 2019 include identifying and addressing gaps in the site and value chain readiness assessments and reporting requirements, identifying a fit-for-purpose assurance mechanism, and evaluating additional membership or partnership opportunities around responsible sourcing.

Supply Chain Stewardship Case Study

Partnering on Technologies That Make Mines Safer, Smarter

Across our operations and throughout the mine lifecycle, we use technology to not only to improve efficiencies and communications, but also to protect people, connect to each other and our communities, and improve work conditions.

To effectively compete now and in the future, in 2018 we developed a digital strategy to identify the technologies that will optimize value across the mine lifecycle. The strategy includes six key strategic technology and digital pillars:

- **Autonomous fleet** – Improving safety, accuracy, consistency and overall equipment efficiency with control logic and artificial intelligence applications (e.g., surface underground equipment automation and infrastructure improvements)

- **Advanced process control** – Employing technologies (e.g., alarm management and loop monitoring) that standardize and improve how we operate and control our processing plants so that we increase reliability, productivity and safety

- **Connected Worker** – Leveraging wearable technology for safety and operational efficiency (e.g., safety, time and attendance, mobile/in-field tools)

- **Operations support hubs** – Improving consistency, collaboration and decision making with connected, analysis-rich hubs (e.g., centralized asset health)

- **Advanced analytics** – Providing insight and foresight through statistics, machine learning, and reasoning (e.g., predictive analytics, prescriptive analytics, cognitive computing)

- **Smart mine** – Maximizing use of real-time data to optimally mine and process ore (e.g., multi-source geological database)

Because no one technology company has all the answers and we are limited in knowing all the technology options available, a key element of our digital strategy is engaging with our key suppliers to identify, define and harness those technologies that will most closely meet our needs moving forward.

We identified six key technology pillars that define our digital strategy and support our ability to effectively compete now and in the future.

One example of this collaboration is in the heavy mining equipment space. We are working with Caterpillar (CAT) and Epiroc – two of the world's biggest mining equipment manufacturers – to evaluate technologies that improve safety and productivity in underground operations. We are testing technologies, like CAT's semi-autonomous MineStar-based Command for underground systems, which allows underground loaders to work safely and efficiently from a control room rather than in the underground environment.

In 2018, a cross-functional team of representatives from every region and relevant functions was formed to evaluate solutions that eliminate or significantly reduce risks associated with live work (i.e., exposure to unguarded and live energy sources within a working area) in the mobile maintenance and operating environments. These are risks related to seven of our top 16 fatality risks. Along with leveraging existing technologies, the group has begun to engage major equipment manufacturers to: ensure maintenance procedures are updated to reflect safer ways to carry out tasks as a result of adopting new technologies; share knowledge about what other companies have done in this space; and examine new equipment designs that help eliminate live work activities.

Our People

Formalized **lessons-learned program** to prevent fatalities following the loss of seven colleagues during the year

Improved total injury rate by **13 percent** compared to 2017

Increased enterprise-wide **female representation** to 15 percent

Our Approach to Our People

Our global workforce is the foundation of our business. We recognize our long-term success depends on providing a healthy and safe work environment where everyone has the opportunity to reach his or her full potential.

Two of our core values are safety – taking care of our safety, health and wellness by recognizing, assessing and managing risks, and choosing safer behaviors at work and home to reach our goal of zero harm – and inclusion – creating an inclusive environment where employees have the opportunity to contribute, develop and work together to deliver our strategy.

Global policies on **Health and Safety** and **People** state our commitments to protecting employees, business partners and visitors and to building a workplace culture that allows everyone to thrive. As a member of the International Council on Mining and Metals (ICMM), we also commit to protect the health and wellbeing of communities near our operations.

Approach

Exposure to chemicals, dust and noise; repetitive, forceful or vibrating motion; and infectious diseases are examples of health risks in mining, while fatigue, stress, obesity and depression are risks all employers face. We work to protect the health and promote the wellbeing of those who work at and live near our operations.

Our global standards detail the minimum requirements for managing work-related and community health risks while guidelines and operating procedures support compliance with these requirements.

Following a global review of our current health and wellness practices and programs in 2018, we are developing a global occupational health and wellness strategy to effectively manage our risks and achieve our goals. The strategy will focus on four key areas: exposure management, medical management, wellness and community and public health.

Workplace health risks

An important element of our approach is our health risk management (HRM) program, which identifies our top workplace health hazards – predominantly related to airborne agents such as silica dust, lead, mercury, welding fumes, manganese and diesel particulate matter – and measures our ability to reduce exposure to these hazards. Because it is not practical to assess each individual's risk, we identify groups of workers with similar exposures (called "similar exposure groups" or SEGs). Control management plans monitor the effectiveness of critical controls, and baselines are calculated at the beginning of the year to quantify the exposure reduction and measure our performance.

Every mine site either operates an on-site clinic or partners with external facilities that provide emergency care, primary care and health services to Company personnel and community members. Sites also have health and wellness initiatives to encourage healthy lifestyles and reduce the risks associated with fatigue, work-related stress, obesity and other factors that impact overall wellness and mental health. Our global pandemic preparedness guideline helps mitigate risks to the business and communities caused by infectious disease outbreaks.

Community and public health

In line with the United Nations Sustainable Development Goals (SDGs), we are working toward advancing SDG-3 – good health and wellbeing – by tracking communicable and non-communicable diseases in our workforce and by improving community health and access to healthcare through health impact assessments, investments in community healthcare infrastructure, and partnerships with external experts, NGOs, government agencies and global health organizations such as Project C.U.R.E. We also work with International SOS – a global organization with extensive experience in malaria prevention and treatment – at our sites located in tropical regions.

Performance measurement

We track occupational illnesses for our employees by measuring exposures associated with acute and chronic illnesses and by using an Occupational Illness Frequency Rate (OIFR) that reports the number of work-related incidents.

We actively participate in programs to address health issues in the mining industry as a member of ICMM and through industry groups and initiatives, such as the Cooperative Research Centre for Alertness, Safety and Productivity in Australia, which brings together technology companies, academics, regulators and employers to develop new technologies that help protect workers and drivers from fatigue.

Performance

OCCUPATIONAL ILLNESS FREQUENCY RATE (OIFR) BY REGION*
(PER 200,000 HOURS WORKED)

Region	2014	2015	2016	2017	2018
Africa	0.14	0.15	0.50	0.15	0.20
Australia	0.05	0 .00	0.41	0.21	0.21
North America**	0.02	0.02	0.00	0.00	0.02
South America	0.80	0.02	0.00	0.00	0.00
Total/global average	**0.22**	**0.04**	**0.18**	**0.07**	**0.10**

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.

* These figures include 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.

Compared to 2017, our OIFR increased slightly to 0.10. To improve consistency in our reporting and better align with ICMM's guidelines and classifications on reporting injuries and illnesses data, we piloted an updated method for measuring our OIFR. This new method will be rolled out in 2019.

In 2018, all sites that set a 2017 baseline measure for exposures associated with acute and chronic illnesses reduced exposure rates by 69 percent from the 2017 baseline, and all sites met their target to reduce exposures for their top three similar exposure groups (SEG) by 50 percent through engineering controls. Our Merian operation in Suriname established its exposure baseline in 2018 and will be included in future targets

Among the key activities during the year:

- **Developed a global occupational health and wellness strategy:** The strategy aims to ensure we have the foundational components and relevant programs needed for each site to manage its key health risks. Areas of focus for 2019 include approving the strategic framework and revising and refreshing the supporting systems. Implementation of the strategy is expected over the next three to five years.

- **Expanded use of fatigue detection technology:** As part of our broader fatigue management and wellbeing approach, we expanded the installation of fatigue detection technology beyond our haul truck fleet. Our Merian operation in Suriname tested the technology in five buses used to transport employees between Paramaribo and the site (a distance of around 175 kilometers of which 70 kilometers is unpaved road). Due to the success of the pilot, Merian added the technology to five more buses and our Tanami operation in Australia implemented the technology on six buses. Merian also engaged an independent expert to conduct a fatigue risk evaluation that looked at sleeping situations at site and rosters. Findings were used to create a management action plan that includes improved sleeping arrangements, on-site sleeping assessments and additional training.

- **Renewed partnership with Project C.U.R.E.:** To advance the UN Sustainable Development Goal that aims to ensure healthy lives and promote wellbeing for all at all ages (SDG-3), we renewed our long-standing partnership with Project C.U.R.E. More than 3,100 community members who reside near our operations in Ghana and Suriname attended health fairs and clinics, and we shipped donated medical supplies valued at more than $1.9 million to health centers in Ghana and Suriname. Through the partnership, we also facilitate neonatal training as part of the Helping Babies Breathe program. Highlights of this program are discussed in the **featured case study**. In 2019, we will develop new outcome indicators to measure how our efforts and programs impact the health of our workforce and host communities.

- **Promoted health and wellness:** Our regions and sites participated in numerous health and wellness programs including our Yanacocha operation working with the Cajamarca regional health office to provide medical care to community members in the region. Throughout the year, sites and offices across the organization launched campaigns to raise awareness on health and wellness issues such as prostate cancer, breast cancer, malaria and suicide prevention.

Health Case Study

Reducing Infant Mortality by Helping Babies Breathe

The UN Sustainable Development Goals (SDGs) are objectives set by the global community to address the world's most important challenges, including ending preventable deaths of newborns and children under five years of age, and significantly reducing newborn mortality.

Newmont is contributing to the achievement of SDG-3 (to ensure healthy lives and promote wellbeing) through its long-standing partnership with Project C.U.R.E., a humanitarian relief organization that was founded more than three decades ago to help bridge health resource gaps in the developing world. While the partnership goes back to 2005, three years ago Newmont engaged Project C.U.R.E. to bring the Helping Babies Breathe program (HBB) to rural regions of Ghana near our Akyem and Ahafo mines.

The HBB program was designed by the American Academy of Pediatrics and the World Health Organization (WHO) to prevent newborn deaths by teaching neonatal resuscitation skills to midwives in low-resource regions.

Training involves hands-on instruction and practice of resuscitation techniques using "NeoNatalie" mannequins. At the end of training, all midwives take a written test and perform a simulation exercise in which HBB Master Trainers score students on their ability to provide the correct steps in preparing for birth, delivery and resuscitation.

The HBB program is designed to maintain skills and build local capacity. Annual refresher courses prevent skills loss and provide training on more advanced techniques. Top students are trained to become HBB Master Trainers, who then teach their own classes, cascading the knowledge to more midwives.

A study of the Helping Babies Breathe program at the communities near Ahafo and Akyem indicates a newborn mortality rate of 0.71 percent, significantly lower than the national rate of 3.8 percent.

In late 2017, Global Health Action reported on **a study of the HBB program** at the communities near Ahafo and Akyem. Of the 48 students who attended the initial training, 32 recorded data from deliveries during the year following completion of the program. Out of the nearly 2,400 newborns they delivered, they recorded a newborn mortality rate of 0.71 percent, significantly lower than the estimated national rate of 1.7 percent – a figure that is believed to be even higher in rural areas like those near Ahafo and Akyem. In 2019, we will explore monitoring and evaluation processes so that we can track the program's outcomes over time.

We are working with Project C.U.R.E. to develop an outcome-based objective that addresses the SDG-3 sub-goal to reduce maternal and infant mortality. Data collection against the objective will begin in 2019 with reporting to incrementally increase over the next couple of years.

Approach

The diverse markets we operate in around the world, shifting workforce demographics, and technological advances that are changing the way we work are all risks and opportunities for Newmont. Our people are a distinct competitive advantage, and we are committed to attracting and retaining top talent by providing a workplace that offers a range of experiences and growth opportunities, is respectful and inclusive, and protects worker rights.

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

Our human capital strategy aligns our talent management efforts with the overall business strategy. Its focus areas include enhancing the employee experience and evolving for future workforce needs; building our bench strength and leadership capabilities; developing effective labor relations that align stakeholders with a shared future; and improving inclusion and reaching gender parity.

The Executive Vice President (EVP) of Human Resources leads our global human resources organization and is responsible for the development and execution of the human capital strategy. Each region has a human resources lead who reports directly to the respective Regional Senior Vice President and indirectly to the EVP. The Board of Directors reviews the strategy on an annual basis, and the Board's Leadership Development and Compensation Committee reviews and discusses quarterly reports on matters such as executive compensation, talent and succession planning, benefit plans, and inclusion and diversity programs.

Global inclusion and diversity

Our goal is to build a workplace where our leaders and employees respect, value and support each other, and where we retain, represent and attract a diverse talent pool, and have the best leaders. To achieve this and create a competitive advantage, our global inclusion and diversity strategy has focused on three areas: integrating principles, practices and content into the workplace; increasing the representation of women, nationals, local and indigenous people and other diverse people across the organization; and establishing community partnerships that support a diverse talent pipeline and our values of inclusion and diversity.

Our focus on an inclusive and diverse workforce includes equal pay for equal work. To evolve and support our value of inclusion and diversity, we are committed to annually reviewing and adjusting our pay practices, where necessary, to ensure that our workforce is compensated fairly and equitably.

Integrated into the strategy is Paradigm for Parity, a coalition of business leaders across the U.S. that is committed to achieving gender parity in corporate leadership by 2030. The Paradigm for Parity framework includes an action plan designed to catalyze change and support our goal of building a more inclusive workplace, and a toolkit that helps identify root causes and prioritize our global inclusion and diversity efforts.

Talent management and skills development

To build and maintain a high-performance organization that has the right people with the right skills to deliver our business strategy, we invest 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 educational opportunities through apprenticeships, tuition assistance, and scholarships to universities and technical schools.

Our global university strategy is designed to meet Newmont's future needs by creating a robust pipeline and recruiting the next generation's best talent. We have formed partnerships with 17 universities located in every country where we operate, engaging with professors and administrators on curriculum and research and development programs relevant to our business. Through internship and graduate programs, we offer top university talent with valuable early career-development experiences.

Newmont strives to provide all employees feedback on their performance. The structure of that feedback varies among locations, job categories and workforce agreements. Where no formal process for performance management is in place (for example, with our unionized employees), we follow local protocols to make the connection between employee skills and competencies and business performance.

Labor relations

We recognize and respect our employees' right to join a union and engage in collective bargaining without interference or fear of retaliation. We have collective bargaining/enterprise agreements (covering wages, benefits and other employment terms) with unions in Australia, Ghana, Peru and the U.S., and a new union was formed in Suriname in 2018. Members of unions or collective bargaining agreements represent approximately 42 percent of our workforce. Through ongoing engagement with all the unions that represent our employees, we aim to avoid labor unrest and work stoppages that can create distrust and cost our business.

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 process to one based on collaboration.

Newmont commits to timely disclosure of significant operational changes to all employees. Of our seven operations with collective bargaining agreements, Ahafo and Akyem have a minimum notice period of seven days for communicating operational changes and three months for communicating a reduction in workforce. Minimum notice periods for Boddington in Australia and our operations in Nevada are four weeks and eight weeks, respectively. At Tanami in Australia, the period is one to four weeks, depending on the worker's length of service. KCGM in Australia and Yanacocha in Peru do not have minimum notice period requirements.

Performance measurement

Through comprehensive employee surveys conducted at least every two years, we solicit feedback on the effectiveness of our efforts to engage employees. One way we measure our inclusion and diversity efforts is by setting internal, region-based gender and national targets as well as public targets for local employment and enterprise-wide female representation.

Quarterly updates on progress against our internal and public targets to the executive leadership team and Board of Directors' Leadership Development and Compensation Committee – as well as annual updates to the full Board – provide an opportunity to review our performance and adjust our approach as needed.

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.

Performance

Newmont's global workforce comprised 12,442 employees and 11,765 contractors at the end of the year. The biggest changes in workforce numbers were at KCGM in Australia, where a pit wall failure suspended operations in a portion of the mine and impacted jobs, and at Yanacocha in Peru where a change in the mine plan resulted in a workforce reduction.

Global inclusion and diversity

At the end of 2018, our enterprise-wide female representation was 15.0 percent. This is up from 14.7 percent at the end of 2017; however, we were just short of our public target for female representation to grow to 15.4 percent by the end of 2018. While our hiring rates for women have increased over the years, the attrition rate among female employees (10 percent) is higher than that of their male colleagues (6 percent). This challenge demonstrates that the inclusion focus of our strategy is essential for attracting and retaining top talent and ensuring diversity thrives. For 2019, our target for female representation is 16.1 percent.

Within our regions, female and national representation at the end of the year was as follows:

- Our Africa region exceeded all its female and national representation targets. Women made up 27 percent of executives, and Ghanaian nationals represented 53 percent of our regional leadership team and 89 percent of managers.

- Compared to 2017, our Australia region experienced a decline in overall female representation but increased female representation among executives.

- All key gender metrics in our North America region increased, with female executive representation growing to 26 percent.

- In South America, overall female representation in the region remained steady compared to 2017. Due to relocating the South America regional office from Lima, Peru to Miami, we will redefine national representation targets for the regional leadership team. The percent of managers who are Peruvian or Surinamese nationals is 96 percent and 72 percent, respectively.

Around 88 percent of our senior leaders (those at the senior director level and above) work in their country of nationality. We include a detailed discussion on local and indigenous employment in the **Value Sharing** section of this report.

Strategy update

During the year, we refreshed our global inclusion and diversity strategy, developing a strategic framework and road map that details the programs and actions we will undertake. Work that began in 2018 will continue into 2019 across the following three strategic pillars:

- **Demonstrating inclusive leadership** – In 2018, our regional leadership teams in Australia, North America and South America, as well as our leaders at the corporate office, participated in inclusive leadership workshops focused on building skills for engaging diverse talent and understanding Newmont's inclusion and diversity approach. For 2019, senior leaders will participate in workshops to continue understanding, personalizing and practicing language that supports inclusion and diversity. Building on work started in 2018 in which 15 basic symbols of exclusion were eliminated, we will work to identify and eliminate additional symbols of exclusion such as uniform designs and personal protective equipment.

- **Disrupting people systems** – To improve talent management systems, we will audit our systems for unconscious biases. We also plan to complete pilot testing on blind resumes, inclusive job postings, and diverse hiring slates and replicate successful programs in other regions.

- **Leveraging accelerators** – Our business resource groups (BRGs) are vital to our strategy by creating a sense of belonging and partnering with the business in various ways to deliver our strategy. In 2018, we added three BRGs. Across our operations, we now have a total of 24 BRGs with at least one BRG at each mine site. In 2019, our focus is on continuing to empower, sponsor and resource all our BRGs. We will also look at additional opportunities to use technology as a critical accelerator of our strategy.

Across all pillars of the strategy, a set of diversity and inclusion metrics will hold senior leaders accountable. We discuss the refreshed strategy and these metrics in the **featured case study**.

Our operations across the globe continued to support our inclusion and diversity goals. Highlights in 2018 include:

- In the corporate office, Newmont President and COO Tom Palmer, and Pride BRG members and their families and friends, participated in Denver's annual LGBTQI Pride Parade, and during the Company's celebration of International Women's Day, employees had the opportunity to experience other dimensions of diversity through a virtual reality experience where one could better understand unconscious biases and the perspectives of others.

- In Africa, the region's Women and Allies BRG recognized male colleagues who are supporting gender equality efforts, and the Akyem mine opened its first nursing mothers' room.

- The Australia region launched a second BRG in the regional office focused on supporting LGBTQI efforts, and provided ally training to support employees within the LGBTQI community.

- The North America regional leadership team sponsored the region's first BRG summit, which brought together BRG leaders, members and executive sponsors from the Colorado and Nevada operations to learn from each other and share best practices.

- In the South America region, the Merian operation in Suriname launched its first BRGs – Uma-Sra (meaning Women and Allies) and one representing the interests of employees from the local Pamaka community.

Among the recognition Newmont received for advancing inclusion and diversity:

- Newmont won the large-cap category at the National Association of Corporate Directors (NACD) inaugural NACD NXT Recognition Awards that recognize excellence in board diversity and innovation as a strategy for creating long-term value.

- Women in Mining U.K. (WIM), a nonprofit dedicated to advocating for women in the mining industry, named six Newmont women to the third edition of its "**100 Global Inspirational Women in Mining**." Noreen Doyle, Newmont's Board Chair; Beatrice Opoku-Asare, Director, Inclusion and Diversity; Gloria Alorchie-Apetor, Senior Maintenance Planner at Ahafo; Jakeline Claudia Olivos Cruz, Heavy Equipment Operator at Yanacocha; Shannon Youd, Senior Maintenance Planner, KCGM; and Violeta Vigo, Director, Ejecutivo ALAC (Yanacocha's community foundation) were nominated by peers and selected for their contributions to the mining industry.

- In early 2019, Newmont was named to the 2019 Bloomberg Gender-Equality Index, the world's only comprehensive investment-quality data source on gender equality.

Employee survey

In 2018, all employees (except those in fixed-term positions and internships) were invited to participate in a global survey measuring and identifying opportunities for improvement across key areas of employee engagement.

Overall employee engagement remained well above the industry benchmark. Among the areas of highest engagement: 90 percent of employees agree that Newmont is committed to environmental protection and sustainability; 90 percent indicate that safety is a clear priority; 84 percent were proud to work for Newmont; and 81 percent said they were confident in Newmont's future. Areas requiring additional focus include opportunities for skills development and career advancement. Across our regions and sites, we are developing action plans to address areas where we have room for improvement while continuing to build on our strengths. In 2019, we plan to conduct a global survey on employee preferences related to benefits.

Talent management and skills development

We continuously review and update our development programs to meet the needs of our leaders throughout the Company. To apply a more consistent approach to leadership across our operations, we offered internal leadership development courses in most regions for first and second level managers. In 2018, we revamped our global development program for mid-level leaders and launched a new strategic leadership program that focuses on a continuous review of Newmont's strategy and building the leadership capabilities to execute the strategy.

We invested approximately $8.0 million in training and development programs. We recognize that stakeholders increasingly want companies to quantify and measure their return on investments in employee development. As a result, we are reviewing our data and assessing opportunities to provide greater detail about how our training and development programs create value for Newmont.

Of our total employee population, around 89 percent participated in a formal performance review process.

We will continue to implement our strategy to recruit the next generation of Newmont team members through ongoing engagement with universities around the world. The Newmont Graduate Program, which we refreshed in 2018, invites the most promising graduates in key disciplines to learn our business through a structured two-year rotational program.

Labor relations

We continued to maintain positive and collaborative relationships with the unions that represent our employees.

In Ghana, we concluded the negotiations for the wage adjustment framework, applied it to adjusted wages for 2018 and will apply it to labor rates for 2019. Following contractor-led protests at the Ahafo mine, we engaged the country's Minister of Employment and Labour Relations on a resolution process that included security support and the appointment of an independent mediator. The process has resulted in Newmont establishing a framework that includes minimum requirements for wages and conditions of service for all contractor companies.

We continued negotiations of the collective bargaining agreement covering surface operations at the KCGM joint venture in Australia that expired in 2017.

Our North America region developed an engagement plan in preparation for collective bargaining negotiations that began at the end of 2018, and in early 2019, we reached a three-year agreement with the union covering hourly employees at our Carlin operation in Nevada.

At our Merian operation in Suriname, a new union was formalized in March 2018, and at the end of the year, approximately 49 percent of Merian's workforce were union members. Engagement with the union began during the year, and negotiations on a labor agreement will begin in early 2019.

There were no strikes or lockouts at any of our operations in 2018.

Workforce rights

Through the Ethics Solutions Tool, we investigated, substantiated and closed 105 cases of misconduct or inappropriate behavior that often involved issues between employees and their managers. Actions based on the investigations' findings ranged from counseling to termination of the employees involved. During the year, there were also 25 grievances or allegations from employees related to human rights tracked through the Ethics Solutions Tool, with issues ranging from allegations of discrimination based on gender or race to allegations of sexual harassment. Additional information about our approach to human rights allegations and grievances is discussed in the **Human Rights** section of this report.

Benefits by major operations

Newmont's compensation and benefits programs and practices for employees – of whom more than 99 percent are full time – are designed to be fair and equitable and support our ability to recruit, engage, reward and retain talent in each respective region.

In *Australia*, our employee benefits include comprehensive medical insurance; an employee and family assistance program; a superannuation plan for retirement savings and general financial planning services; voluntary life and disability insurance; and various paid leave benefits such as holidays. Australia also offers additional benefits such as salary continuation and long-service and bereavement leave. Flexible work arrangements are also available to support the diverse needs of our workforce.

In *Ghana*, employee benefits include comprehensive medical coverage; life insurance; short- and long-term disability insurance; a defined contribution pension with an employer contribution; a national social security contribution; and various paid leave benefits. Other benefits competitive for the market include a housing allowance; funeral assistance; tertiary scholarships; educational assistance for dependents; severance benefits; wellness services; mobilization; a subsidy on interest on personal or auto loans; malaria prevention devices; and a long-service award.

In *Peru*, employee benefits include medical insurance with dental and vision coverage; oncological insurance; life and accident insurance; short- and long-term disability insurance; medical evacuation; and paid vacations. Other benefits competitive for the market include funeral assistance, bereavement and immediate family sickness leave, and legal assistance for retirement planning.

In *Suriname*, we offer employees a defined contribution retirement plan; comprehensive health coverage inclusive of medical, dental and vision; an employee assistance program; life insurance; accidental death and dismemberment insurance; short- and long-term disability insurance; paid leave benefits; and service awards.

In the *U.S.*, we offer a defined benefit pension plan to salaried employees; comprehensive health coverage inclusive of medical, dental and vision; paid family leave; wellness programs; an employee assistance program; life insurance; accidental death and dismemberment insurance; short- and long-term disability insurance; a defined contribution 401(k) plan with a company match; paid leave benefits; tuition assistance and scholarships; recognition programs; and service awards. Additional voluntary employee offerings include legal services, pet insurance, charitable gift matching programs and paid volunteer days. Flexible work arrangements are also available to support our workforce.

On a global basis, stock ownership is awarded under a long-term incentive plan for employees in designated pay grades. Our Medical Benefits Abroad program provides coverage for employees, eligible dependents and Board members for accidents or illnesses that occur during travel on approved business outside the country of residence.

Our Workplace Case Study

Measuring the Progress of Our Inclusion and Diversity Journey

Since we introduced our global inclusion and diversity strategy in 2013, we have significantly increased our understanding of what is required to create a workplace where everyone is treated with respect and contributes to the Company's success.

Specific learnings and observations include:

- A commitment from the Board of Directors and executive leaders is essential to operationalize efforts.

- There must be an equal focus on diversity (increasing representation in certain groups) and inclusion (ensuring diversity thrives through support from teams, peers and others) to teach inclusive practices to majority groups and improve retention among minority groups.

- Data is crucial for analyzing historical trends, identifying root causes, forecasting, tracking progress and validating hypotheses.

- Our employee-led and executive leadership-sponsored business resource groups (BRGs), which we have at each operation, are tremendous assets in creating an even more inclusive workplace.

- Removing basic symbols of exclusion – such as offering women's uniforms and ensuring rooms for women who are nursing are available at mine sites – is critical.

These learnings are reflected in our refreshed global inclusion and diversity strategy, which details our journey toward 2030 across four key areas:

- **Inclusive leadership** – embedding our value of inclusion and the importance of diversity in our culture;

- **Disrupt people systems** – improving diversity through initiatives across the entire employee lifecycle;

- **Leverage accelerators** – dedicating resources and actions to accelerate progress (e.g., new projects and operations that provide opportunities to consider the employee mix); and

- **Metrics** – expanding diversity metrics, introducing inclusion metrics and continuing to hold senior leaders accountable.

This refreshed strategy leverages the long-term nature of our commitment to the Paradigm for Parity framework, which aims to create a more inclusive workplace and one where women and men have equal opportunities. A critical component of the strategy focuses on improving our inclusion metrics in addition to the existing diverse representation metrics around gender, nationals and local/indigenous employees. In 2018, we identified five metrics of inclusion that provide

We have significantly increased our understanding of what is required to create a workplace where everyone is treated with respect.

a more balanced measure of both an inclusive workplace and a diverse workforce:

1. *Global engagement survey* – We will continue to measure employees' views of Newmont's commitment to our value of inclusion and the business implications of this measure.

2. *Symbols of exclusion* – In 2018, we identified and began to address several basic symbols of exclusion across the business. Going forward, we will continue to identify and eliminate any additional symbols of exclusion within Newmont and engage with the mining industry to do the same.

3. *Education* – We want to measure not only the participation in, but also the impact of, inclusive leadership, unconscious bias and other training efforts.

4. *BRGs* – Along with evaluating the number and diversity of our BRGs, we want to measure their impact on participants and the business.

5. *People systems* – We aim to measure the impact of ongoing "disruption" trials in our talent-related processes – such as blind resumes, inclusive job postings, and diverse hiring slates and interview panels – on attracting, hiring and retaining more diverse talent.

We are committed to advancing the UN Sustainable Development Goal to achieve gender equality (SDG-5), and we believe that progressing an inclusive workplace culture is a critical part of tackling the challenge of retaining and attracting top female talent in the mining industry.

Approach

Effectively managing the safety risks inherent in our business is essential to protecting our workforce and the communities in which we operate. We are focused on identifying, understanding and controlling the risks associated with hazards in the workplace because we believe that everyone has the right to return home safe at the end of the day.

A global set of standards, guidelines, operating procedures and systems detail the accountabilities, mandatory controls and minimum requirements for managing our business in a way that protects people.

Preventing fatalities

Our top focus is eliminating fatalities in the workplace. Our Fatality Risk Management program aims to provide rigor and discipline around understanding our top risks and effectively managing them through robust controls and systems.

The system prevents or minimizes an accident's consequence by identifying the top 16 fatality risks common across our business and ensuring a set of critical controls are in place every time we undertake a task involving each risk. Site managers perform frequent field-based observations, called verifications, to confirm the critical controls are in place and effective at the time the work occurs. Any deficiencies found during the verifications must be addressed before resuming work. Personnel are encouraged to actively seek out and uncover non-effective controls so corrections can be made before an incident or accident occurs.

Other key elements of our Fatality Risk Management system include:

- **Standards** – All top fatality risks are supported by global standards and procedures that set the minimum mandatory requirements for everyone working on Newmont's behalf.

- **Audits** – An internal team (independent of the operation) conducts site audits approximately every two years to ensure all fatality risk standards are consistently, properly and effectively implemented. Audits involve observing practices, examining documentation and interviewing key site personnel.

- **Leadership** – A governance framework showing clear accountabilities throughout the organization up to our Chief Executive Officer is essential for success. Every site general manager sponsors at least one fatality risk and leads a team that manages critical controls and performance criteria. Site leaders are responsible for verifying that the critical controls are in place and supervisors must monitor implementation of the critical controls in the field.

FATALITY RISK MANAGEMENT GOVERNANCE

Assurance		Governance
REVIEW	POLICY	CHIEF EXECUTIVE OFFICER
AUDIT	FATALITY RISK STANDARDS	CHIEF OPERATING OFFICER
VERIFY	CRITICAL CONTROL MANAGEMENT	REGIONAL SENIOR VICE PRESIDENTS
MONITOR	PROCEDURES, PERMITS, PLANS AND INSTRUCTIONS	GENERAL MANAGERS

- **Engagement** – Ensuring lessons are genuinely learned and adopted – not just shared – is essential to preventing fatalities. We encourage sites to report near misses – known as serious potential events (SPEs) – so that we can examine system failures or ineffective controls and communicate the findings across all our operations. Investigations and corrective actions to prevent recurrence related to SPEs and fatalities are also reviewed with the executive leadership team and Board of Directors. In 2018, we formalized our lessons-learned process, which we discuss in the **featured case study**.

Engagement and training

Creating a positive safety culture to support injury and fatality prevention requires visible leadership that demonstrates care and concern for people's safety.

Safety interactions – designed to positively influence the behavior of team members through conversations with leaders – and programs, such as the Kaizen continuous improvement process to reduce hand injuries, seek to raise awareness and empower everyone to speak up about ways to work safer.

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

Every Newmont facility is required to identify, plan for and respond effectively to emergency situations. Our mine rescue teams (MRTs) play a significant role in driving a culture of safety. MRT members are often trained first responders and firefighters and all members participate in extensive specialized training, classroom activities, hands-on instruction and mock drills. A number of our MRTs also participate in competitions that test the teams' preparedness and competencies against industry peers.

Performance measurement

We measure our safety performance by leading indicators, such as safety interactions and the implementation of effective critical controls, and by tracking lagging indicators, such as injury rates. All recordable safety events are entered and tracked in our Integrated Management System (IMS). Safety performance reports – which include data on fatalities, injuries, SPEs and control verifications – are published company-wide on a monthly basis. Our safety performance is reviewed and lessons learned from at least one significant event or SPE are discussed during a quarterly CEO-led call with executive, regional and functional leaders. Detailed updates are provided to the Board of Directors during every quarterly Board meeting.

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 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 U.S. National Mining Association's CORESafety program.

Performance

Our top goal is to send everyone home safe at the end of every day. Tragically, seven colleagues died during the year in workplace accidents.

On April 7, 2018, Newmont experienced an accident at the Ahafo Mill Expansion project at our Ahafo operation in Ghana, resulting in multiple fatalities. A contractor crew of eight construction workers was inside the reclaim tunnel of the project when the structure's roof collapsed during the pouring of concrete. Of these eight, two individuals escaped with minor injuries. Emergency response teams were immediately dispatched to the scene of the accident, but six people lost their lives. We immediately notified authorities, and operations at Ahafo and the Ahafo Mill Expansion project were temporarily suspended. Subsequent to the event, Newmont cooperated with the Ghana Minerals Commission on their investigation in addition to conducting a thorough internal investigation. Post investigation, we launched a process to integrate lessons learned from this tragic accident, which we discuss in the **featured case study**. We also shared those lessons with the broader mining community and others.

On November 11, 2018, an underground technician was killed at our Pete Bajo operation in Nevada when the load-haul-dump machine he had been operating underground ran over him. The event is currently under investigation by the U.S. Mine Safety and Health Administration. In addition, a Newmont team of subject matter experts is conducting an in-depth investigation into the root causes so we can apply what we learn across our operations and prevent this type of accident from ever happening again.

These tragic accidents highlight the need to redouble our efforts around integrating our Fatality Risk Management system across our business. Efforts in 2018 included:

- *Verifying the effectiveness of critical controls* – We conducted nearly 24,000 field-based critical control verifications during the year, with 22 percent found to be non-effective. Overall, the most non-effective critical controls were "fall of ground" (in both surface and underground mines) and "vehicle/pedestrian interactions" (in surface mines). All deficiencies were addressed prior to resuming work.

- *Investigating near misses* – The number of SPEs increased 6 percent compared to 2017. All events were investigated with findings and lessons learned shared across the organization.

- *Completing audits* – We completed independent audits against our fatality risk standards at all operating sites. Major non-conformance with the standards was the highest in relation to control of light vehicles in mining areas, isolation of energy sources, and documentation of critical electrical safety information.

- *Improving processes* – A cross-functional team reviewed all the fatality risk standards to identify gaps and opportunities for improvement. We also engaged with some of our heavy equipment suppliers on design modifications to reduce risks.

- *Implementing the next phase of our Fatality Risk Management program* – Engaging frontline leaders in integrating critical controls into work activities – such as risk assessments, pre-start meetings, shift handovers and pre-operational checks on vehicles – is the focus for the next phase, which we will begin to implement in 2019.

Injuries

INJURY FREQUENCY RATE
(PER 200,000 HOURS WORKED)*

Total Recordable Injury Frequency Rate (TRIFR)#

	2014	2015	2016	2017	2018
	0.44	0.46	0.46	0.46	0.40

Lost Time Injury Frequency Rate (LTIFR)#

	2014	2015	2016	2017	2018
	0.22	0.19	0.23	0.23	0.26
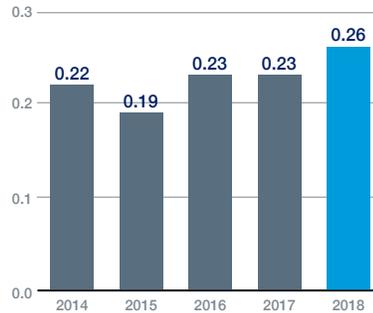
Permanently Disabling Injury (DPI) Rate**

2014	2015	2016	2017	2018
0.02	0.01	0.00	0.00	0.00

 * These figures include all project and exploration sites.

 # Beginning in 2017, we began reporting TRIFR and LTIFR data in alignment with ICMM guidelines. Data for the years 2014, 2015 and 2016 has been restated to reflect this reclassification.

** As part of the updated reporting requirements that went into effect on January 1, 2018, our Serious Injury Frequency Rate (SIFR) classification has changed to "permanently disabling injury/illness."

2018 SAFETY STATISTICS BY REGION*

Region	Exposure hours	Fatalities	Restricted work injuries	Medical treatment injuries	Lost day injuries	LTIFR	TRIFR
Africa	16,072,298	6	4	5	2	0.15	0.21
Australia	10,479,903	0	24	18	9	0.63	0.97
Corporate	1,496,850	0	0	1	0	0.00	0.13
North America	11,878,541	1	9	10	13	0.39	0.56
South America	18,695,371	0	5	9	2	0.07	0.17
Total/global average	**58,622,963**	**7**	**42**	**43**	**26**	**0.26**	**0.40**

* These figures include all project and exploration sites. We do not collect this data by gender. All data has been adjusted to reflect our reclassification of injuries and illnesses to align with ICMM guidelines.

2018 TOTAL RECORDABLE INJURY FREQUENCY RATE AMONG ICMM MEMBER COMPANIES
(PER 200,000 HOURS WORKED)
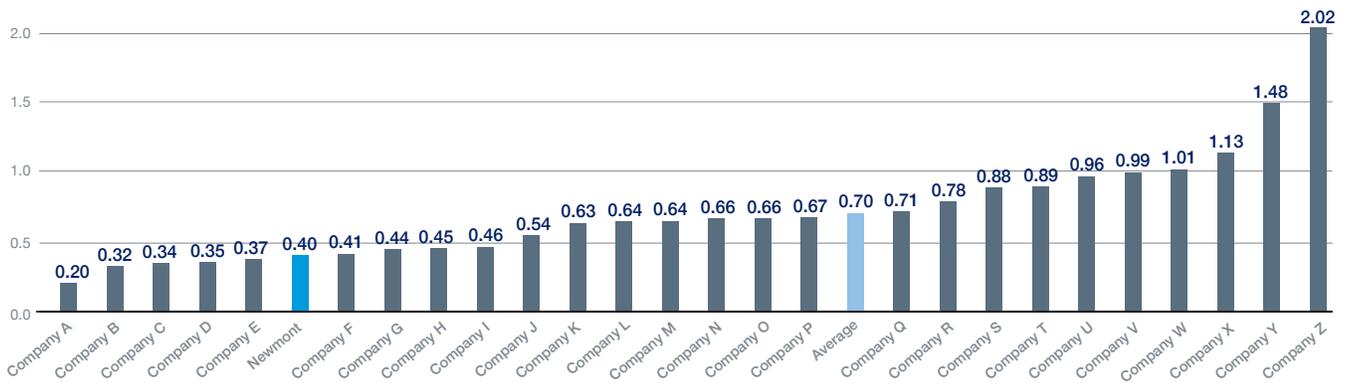
Our TRIFR for the year was 0.40, a decrease compared to 2017, but slightly above our target of 0.39. Although Newmont's safety performance is consistently among the best of all ICMM member companies, we have higher expectations and are working to meet these.

During the year, we assessed all key safety programs and concluded that our efforts and resources are best dedicated to improving the quality of our investigations and associated safety interactions. We redesigned our safety interaction and lessons-learned processes to better reflect the role of frontline leaders.

With hand injuries accounting for around 45 percent of all our recorded injuries in 2018, we conducted 11 Kaizens (a continuous improvement process) focused on preventing arm and hand injuries across six sites during the year. The process, in which around 170 personnel were engaged through workshops, identified more than 170 opportunities to reduce or eliminate risks involving high-risk manual handling, tooling and live work. Findings were shared across the organization through an online community of practice.

Safety technology

We continued to evaluate technologies that improve our safety performance:

- In our North America and Australia regions, we began deploying the Connected Worker system. Connected Worker will improve our ability to track who we have on site at any particular time, and to confirm their credentials, training and certifications. The system will be expanded to our Africa and South America regions in 2019.

- We increased our fleet of autonomous equipment with the addition of two new loaders at the Subika Underground mine in Africa. The Boddington mine implemented the latest Wi-Fi technology in the surface mine and process plant, which will enable technologies, such as autonomous drilling, that improve safety. The Carlin operation in Nevada plans to grow its autonomous/semi-autonomous fleet to 10 to 11 units by the end of 2019.

- Our Tanami mine in Australia began testing MineStar, a suite of technologies for mobile underground that offers better location data to track people and equipment, and multiple-zone detection capabilities.

- Boddington continued to trial a remotely piloted aircraft (RPA) strategy that includes Newmont's first permanent full-time RPA specialist who is responsible for using drone technology in ways that mitigate risks including fatality risk hazards such as falls from heights and vehicle/pedestrian interactions.

- In 2018, a cross-functional team of representatives from every region and relevant functions was formed to develop and replicate solutions that eliminate the need for live work (i.e., exposure to unguarded and live energy sources within a working area) in the maintenance environment. This effort, which is highlighted in the **Supply Chain Stewardship case study**, will be expanded across the operational functions in 2019.

Among our contractor workforce, the implementation of our **Supplier Risk Management program**, which includes a pre-qualification process that screens suppliers against a number of risks, helped identify suppliers that posed potential health and safety risks so that we could engage on actions to address the issues.

Following a series of SPEs and injuries at some of our exploration sites, we had a global exploration "stand-down" where all work was stopped so team members could take the time to discuss safety concerns and reinforce safety policies and procedures. The stand-down aimed to refresh the team's focus on and commitment to safety. Outcomes of the event included actions to reduce manual handling through new global exploration drilling requirements and expanding the Kaizen approach, and to reinforce having a project-level risk management plan in place prior to starting an exploration campaign.

Learning from Our Mistakes to Ensure We Don't Make Them Again

After the catastrophic accident on April 7, 2018, at our Ahafo Mill Expansion (AME) project in Ghana that took the lives of six colleagues, we recognized the need to have open and honest conversations with personnel across the globe on why the accident happened.

Following an in-depth investigation into the root causes, sites and office locations across our business held sessions on the accident's critical learnings. More than 9,500 employees and contractors participated in the sessions, which encouraged everyone to speak up, ask questions and provide feedback.

A site on our global intranet provided a centralized location for information about the accident and materials to help facilitate safety discussions and focus on lessons learned and preventive actions to avoid future occurrences. The site includes a video from Alwyn Pretorius, our Regional Vice President for Africa, who discusses the causes and the following three critical lessons learned:

- **Learning 1 – Always identify, establish and enforce barricades and exclusion zones where there is a risk of personnel being struck by falling objects.**
  - The area beneath the formwork (a temporary mold where concrete is poured) was not defined as an exclusion zone during the concrete pour and personnel entered the area to conduct work, exposing them to the risk of being struck by falling objects.
  - Recommendations from personnel include a more consistent application or understanding of the requirements for barricading and exclusion zones.

- **Learning 2 – Where we rely on temporary structures in high-risk work activities, these must be designed and verified as effective at all stages of the work.**
  - The function and criticality of the formwork in this high-risk activity were not broadly appreciated or factored into the design and monitoring of the formwork and controls.
  - The need to better understand the requirements for certification and inspection of temporary structures was a frequent comment from personnel.

- **Learning 3 – When a task does not go as expected or changes occur, take time to establish what has changed and why. Assess the risk and seek additional expertise, applying controls if needed, before recommencing the work.**

More than 9,500 employees and contractors participated in critical learning sessions where discussion focused on preventative actions to avoid future accidents.

- The formwork began to leak concrete and personnel entered the structure to conduct repairs. The pouring of concrete continued during the repairs, possibly contributing to the eventual failure of the formwork structure.
- A key theme was a need to speak up and better recognize when a situation changes, resulting in unfamiliar or unsafe work.

Among the outcomes from the critical learnings sessions:

- Each site identified priority actions and developed plans to address the actions and their effectiveness;
- We began to develop global standards for barricading and exclusion zones to support regional standard operating procedures; and
- We identified additional critical controls associated with our top fatality risks that must be in place every time a task involving the risk is undertaken.

Based on positive feedback from participants, we formalized our lessons-learned process and will apply it to the fatal accident in November at our Pete Bajo operation in Nevada.

Economic and Social Performance

$6.5 billion distributed in economic contributions across all four operating regions

$1.1 billion spent with **local suppliers**

Developed **outcome-based objectives** to measure our contribution to the **UN Sustainable Development Goals**

Our Approach to Economic and Social Performance

Aligning our business goals with the long-term interests of our stakeholders and the broader society is essential to our future success. Our business can play an important role in catalyzing the economic development and social wellbeing of host governments and communities through job creation, provisioning local goods and services, community investments, and paying taxes and royalties. We can contribute to the United Nations' Sustainable Development Goals by being a leader in the areas where we can have the greatest impact.

We are also committed to a strong governance structure, including multi-stakeholder engagement and transparency around payments to governments, which increases accountability, promotes trust, creates mutual value and reduces corruption.

Our **Sustainability and Stakeholder Engagement Policy** states our commitment to transparently communicate with stakeholders and to respect all cultures, and along with our **People Policy**, we commit to providing local employment and economic development opportunities and building capacity.

Social Acceptance

Approach

We seek to obtain and maintain broad social acceptance during all stages of the mine lifecycle, building relationships with communities, governments, NGOs and other local, national and global stakeholders. We understand that social acceptance – the willingness for stakeholders to accept the ongoing activities of our business beyond the fulfilling of our legal obligations – is dynamic, and depends on a multitude of factors.

The following global standards detail Newmont's minimum requirements to effectively identify, manage and monitor the wide range of social risks and opportunities:

- Community Investment and Development – guides our approach to working with host communities to invest in community development efforts and programs that can help address challenges, catalyze long-term socio-economic development and minimize dependency on the mine during operations and upon closure;

- Stakeholder Relationship Management – ensures those who are, or potentially are, impacted by our business activities are identified and effectively engaged;

- Social Baseline and Impact Assessment – provides us with critical information about social baseline conditions and potential impacts of our business activities needed to develop short- and long-term mitigation and development plans;

- Cultural Resource Management – details the process of identifying and protecting cultural resources and preventing unauthorized or undesired disturbance by our business activities;

- Indigenous Peoples – 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; and

- Land Acquisition and Involuntary Resettlement – assesses and addresses the rights and needs of landowners and local communities prior to any land acquisition or involuntary resettlement.

Our external relations strategy provides the framework to obtain and strengthen broad social acceptance throughout the mine lifecycle. It also recognizes that social acceptance is granted not just by local communities, but also by national and global stakeholders. The strategy's objectives include:

- Engagement – proactively engage stakeholders based on inclusion, transparency and integrity;

- Emerging issues – Monitor, influence and internalize global trends to enhance business flexibility and leadership;

- Risk and impact management – Integrate stakeholder considerations into managing risks to develop long-term, positive cumulative impacts;

- Mutual value creation – collaborate to catalyze socio-economic development so communities can thrive during operations and after mining activities cease; and

- Operational excellence – dedicate resources that deliver consistent performance through sharing knowledge, building capacity and managing change across the business.

Community relationships

All sites must 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 addressed fairly and in a timely manner. 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 cannot 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.

Community investments

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

Our operations make direct investments in community infrastructure and social programs, and in Ghana, Peru, Suriname and the U.S., we have established community foundations or funds that support community priorities during the mine life and after operations cease. The foundation boards include community members to ensure community ownership and participation in the foundation's efforts. Each foundation or fund is unique and focused on needs identified by the community.

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.

Indigenous peoples

At our exploration sites and operations on or adjacent to land owned or claimed by indigenous peoples, we respect and acknowledge the past and present traditional owners of the land on which our operations reside.

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.

As a member of the International Council on Mining and Metals (ICMM), we commit to its **position statement** to work to obtain free, prior and informed consent (FPIC) of indigenous peoples. We are also active participants in **RESOLVE's FPIC Solutions Dialogue**, which works to better understand successful approaches and best practices to translate FPIC into an effective site-based approach. 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.

More information about the indigenous groups near our operations and sites is discussed in the map below:

RELATIONSHIPS WITH INDIGENOUS GROUPS

Australia – Gnaala Karla Booja

The Gnaala Karla Booja (GKB) are the Noongar Native Title Claimants of the land where we operate the Boddington mine in Western Australia. Since 2006, Newmont has worked with the GKB and their representative body, South West Aboriginal Land and Sea Council (SWALSC), on a range of initiatives aimed at enabling the GKB to share the benefits and development opportunities arising from Newmont's presence in the region. These initiatives operate under the Community Partnership Agreement (CPA), a voluntary 20-year agreement implemented via a Relationship Committee comprising representatives of the GKB, SWALSC and Newmont. Activities covered by the CPA include education and training, employment, heritage, financial and business development, and community capacity building. Now in its 13th year, the CPA has been instrumental in Boddington's efforts to develop a more diverse workforce and deliver positive social and economic development outcomes for the broader Noongar community.

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. In 2016, we collaborated extensively with the CLC and Warlpiri representatives to develop a 10-year strategic plan that will support the long-term vision the Warlpiri people have for their land. The first of its kind, this long-range plan aims to collectively strengthen the Warlpiri people's governance, education and employment opportunities. The plan also details how Newmont, the CLC and the Warlpiri people will work together to achieve the plan's objectives.

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 among indigenous and non-indigenous leaders, organizations and individuals.

Suriname – Pamaka Maroon Tribe of the Marowijne River

The Merian mine is located on the traditional lands of the Pamaka, 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, which 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.

The U.S. – 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. A Cultural Artifact Repatriation Taskforce, which includes representatives from Newmont and Native American communities, is developing a formal agreement for the repatriation of cultural artifacts located on Newmont-owned land adjacent to Newmont operations.

The U.S. – 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 the implementation of the remedy over the next 10 years. To strengthen our relationship, we collaborated with the tribe to enable the hiring of 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.

Resettlement and land use

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 as well as impacts to those who depend on artisanal and small-scale mining (ASM).

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

Prior to any resettlement activities, we work with local stakeholders to develop a resettlement action plan (RAP), which addresses the impacts of physical displacement, and/or a livelihood action plan (LAP), which addresses 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 five 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 first-of-its-kind 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

Artisanal and small-scale mining (ASM) and its associated value chain provide subsistence for millions of people. It is also an activity that can pose significant safety and environmental risks. We are committed to managing and mitigating these risks while recognizing ASM's importance for those who depend on it as a livelihood or who have historical, cultural and symbolic rights to land use and ownership.

Currently, ASM activities take place on or near five of our operations – Ahafo and Akyem in Ghana, Merian in Suriname, Yanacocha in Peru, and Cripple Creek and Victor (CC&V) in the U.S. – plus exploration projects in several jurisdictions.

Because the ASM context varies – ranging from a recreational activity in the U.S. to a critical inter-generational livelihood in Suriname – we commission studies from experts to understand environmental impacts, the ASM value chain, socio-economic connections between the local communities and ASM activities, traditional land ownership and control of ASM activities, and the role of ASM in local socio-economic development.

Our global ASM strategy's four objectives help us explore, develop and operate in places where small-scale miners work:

- **Security** – Ensure safe and secure access to Newmont's assets, interests and concessions in proximity to ASM activities to minimize conflict between ASM and Newmont;

- **Performance** – Manage our environmental, social, security, health and safety risks and impacts caused by ASM activities to ensure compliance and protect our reputation;

- **Livelihood development** – Create greater stability by collaborating to empower and improve livelihood options associated with the local economy; and

- **Influence, learn and align** – Monitor, engage and influence ASM policy and practices and align with the needs of Newmont's exploration, projects and operations.

Our cross-functional global ASM working group ensures alignment across regions and functions, facilitates knowledge sharing and identifies potential partnerships while regional and site-level working groups manage site-specific issues.

Exploration teams are often the first contact with communities, and these interactions are critical to shaping positive future relationships. Our **S&ER Exploration Guidebook** and associated management workbook include requirements to identify and characterize ASM in or near exploration areas of interest based on the legitimacy and legality of the activity, its scale, and the impacts to, and role of, local community members. The approach is designed to support early engagement and build positive relationships with small-scale miners.

ASM is not an issue that we can solve on our own. Partnerships with governments, international institutions, civil society and ASM think tanks are essential. We promote international best practices through webinar presentations from external experts, NGOs and/or other mining companies working on ASM issues. Newmont participates in several global forums – including the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development – to promote Newmont's approach and encourage policy alignment.

Performance management

We set public targets to meet community commitments and resolve community complaints and grievances in a timely manner.

Through our IMS, we track social events and rate the actual and potential consequences on a severity scale of zero to five. All events are continuously tracked, and significant events (i.e., those with an actual consequence of level 3 or higher) are reviewed and discussed on a quarterly basis during a CEO-led call with executive, regional and functional leaders, and publicly disclosed in this report. Another metric we track and report on internally is permitting status. While many factors impact permit approvals, when we review our "red/yellow/green" permitting dashboard, we include an analysis of any social factors that may be positively or negatively impacting approvals.

Performance

Community relationships

We performed well against our public target to complete 95 percent of community commitments by the due date; however, one commitment – the construction of a fence at our Boddington operation in Australia – was delayed due to a required environmental and cultural survey. The project was completed during the year.

All sites met the target to resolve 100 percent of tier 1 complaints within 30 days, with the exception of Merian in Suriname and Ahafo in Ghana. Merian made personnel adjustments to improve responsiveness, and continued efforts to engage with a complainant who was difficult to reach. The site also held sessions with local stakeholders to raise awareness about the C&G mechanism, how to submit complaints and the resolution process. At Ahafo, resolution timeframes were impacted by resettlement complaints related to land compensation that took time to thoroughly and fairly investigate.

We extended both of these targets through 2019 to demonstrate our continued commitment to addressing stakeholder concerns and issues before conflicts arise. In 2019, we will work on developing an outcome-based target for social acceptance and will determine whether to report against this target in addition to, or in place of, the current public targets related to community commitments and complaints and grievances.

2018 TIER 1 COMPLAINTS OR GRIEVANCES RECORDED ON SITE REGISTERS

Site	Number	% Resolved within 30 days
Yanacocha	239	100%
Ahafo	121	97%
Akyem	97	100%
Merian	31	90%
KCGM	30	100%
Boddington	3	100%
CC&V	2	100%
Tanami	1	100%
Perth	1	100%
Carlin	1	100%
Long Canyon	0	N/A
Nevada Exploration	0	N/A
Phoenix	0	N/A
Twin Creeks	0	N/A
Total	**526**	

2018 TIER 1 COMPLAINTS BY CATEGORY
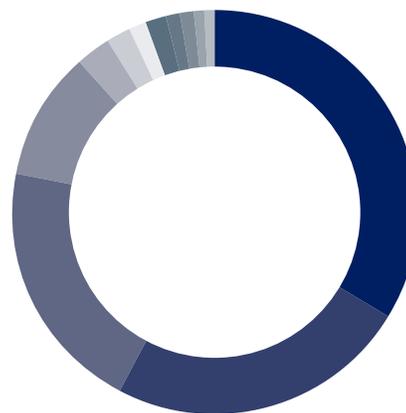
- Business partners (contractors): 178
- Compensation practices: 126
- Other (miscellaneous): 107
- Blast events: 55
- Accounts payable: 14
- Employment: 10
- Land Access: 8
- Workforce behavior: 8
- Air quality/dust: 6
- Environment: 6
- Noise: 4
- Resettlement: 4

Note: Globally, the average resolution time is 10 days. Regional average days to resolution are: North America, 2.3 days; Australia, 4.7; Africa, 6.7; and South America, 13.5.

We recorded a total of 537 new complaints, a 28 percent increase compared to 2017, due to improved reporting and stakeholder engagement efforts throughout the year. During the year, 531 complaints were resolved.

- Of the total number of new complaints, 526 (98 percent) were tier 1, four were tier 2 complaints, and seven were tier 3.

- The average resolution time for all tier 1 complaints was approximately 10 days.

- Matters regarding compensation, business partners and blast events accounted for the highest number of C&Gs across our operations.

At the end of 2018, all our operating sites had a social impact assessment (SIA) in place, with the exception of our Carlin operation, which had previously reported under the broader Nevada region.

We applied our expanded social baseline approach – which includes detailed social, economic, physical and cultural information – in the development of the draft environmental and social impact assessment (ESIA) for the Sabajo project located near our Merian operation in Suriname. The ESIA engagement process included communication to the Kawina Maroon Tribe – which the baseline studies identified as the traditional owners of the land where Sabajo sits – about the project, allowing them to make an informed decision about consent. More information about the Sabajo project's ESIA is discussed in the **Human Rights case study.**

Other notable community engagement activities in 2018 include:

In Africa:

- **Addressed community concerns:** Both the Ahafo and Akyem operations experienced community and contractor protests during the year. To better understand the concerns from key stakeholders, including youth, traditional leaders, local contractors and farmers, we began updating our social acceptance approach to rebuild trust and collaboratively propose a path forward based on listening and understanding. The plan addresses specific concerns over the loss of crops and land use due to the development of Akyem, employment opportunities and livelihood development, and blasting impacts. The site has engaged an independent consultant to conduct a resettlement action plan (RAP) completion audit in 2019. The audit will analyze whether our commitments in the RAP have been met. If any outstanding items still need to be addressed, we will develop and implement the appropriate mitigation actions.

- **Gathered community feedback:** An independent assessment was conducted at both Ahafo and Akyem to evaluate the relationship between the Company and the community. More than 165 stakeholders were interviewed to gather information and data to accurately assess the relationship. The assessment's recommendations will be reflected in an updated community relations approach the sites will implement in 2019. We also engaged with stakeholders on two key projects in the region: the Ahafo North expansion and the exploration permit for Akyem underground. Issues raised by stakeholders included local employment opportunities, and land acquisition and highway diversion plans. For the highway diversion, we formed a joint Newmont-stakeholder committee. We also engaged with stakeholders on resettlement concerns related to the Ahafo Tailings Storage Facility expansion.

- **Updated community agreements:** Akyem updated three community agreements related to community relationships, employment and the Newmont Akyem Development Foundation (NAkDeF), which underwent a review process following the agreements' expiration in 2017. The updated community development agreement includes changes to the tenure of office holders to maintain institutional memory and improve continuity of activities; the introduction of agriculture, enterprise development, water and sanitation, and safety and security as thematic areas; the removal of mandated percentage allocations in favor of prioritizing fewer, yet higher impact, projects; and increasing flexibility to finance grant requests, allowing greater emphasis on job creation programs that expand beyond individual villages. The updated agreement also strengthens the commitment to the Partnership Against Corruption Initiative (PACI) guidelines.

- **Launched participatory monitoring:** At Ahafo, we partnered with Ghana's Environmental Protection Agency (EPA) to launch our independent water monitoring program. The regional EPA shared results with stakeholders at the Asutifi North District Assembly, demonstrating Newmont's compliance with relevant regulatory standards and confirming that Newmont has not polluted surface and groundwater as alleged in a 2017 report by a Ghanaian NGO (WACAM). The District Chief Executive addressed the allegations made in the WACAM report based on the monitoring results.

In Australia:

- **Engaged on impacts related to geotechnical issues:** In May, our KCGM joint venture experienced a pit wall failure that resulted in operations in part of the surface mine being suspended while technical experts assessed the wall slip. Considering the incident's impact on jobs and the mine plan, the operation implemented communications and engagement plans to ensure that regulators and local stakeholders were kept informed and received timely updates.

- **Improved response to blasting complaints:** As KCGM is located in close proximity to residential areas, blasting is one of the top concerns from local community members. We partnered with KPMG to implement a stakeholder trust model, developed by the Australian research organization CSIRO, to more effectively address impacts and issues with blasting.

- **Conducted community survey:** Our Boddington operation completed a community perception survey in late 2017. In 2018, feedback was delivered to the Boddington Community Reference Group and was used in preparation for the operation's 2019 SIA via a participatory planning process that built on the conversation started through the survey.

In North America:

- **Surveyed employees:** Local employees comprise a large percentage of the total workforce in the region, so ensuring that they are empowered with information is key to local engagement efforts. Accordingly, we conducted a survey and implemented improvements to internal communications that began in 2018 and will continue throughout 2019.

- **Engaged stakeholders to progress projects:** Following extensive engagement with regulators and local stakeholders, including a public comment process, we received the Record of Decision for the Greater Phoenix project, which extends the life of our Phoenix mine in Nevada by more than 20 years. We also continued to solicit stakeholder feedback – including from local Native American tribes – on the Plan of Operation for Long Canyon Phase 2, an early stage expansion project.

- **Held meetings and open houses:** Our Cripple Creek & Victor (CC&V) operation in Colorado holds regular open house meetings and site tours to hear from community members and address concerns. During an open house in 2018, we discussed improvements made to a major road corridor, how we are restoring historic mine workings to protect the cultural heritage of the area, and how we monitor wildlife. At our Twin Creeks operation in Winnemucca, Nevada, we focused on engagement in the rural communities. We held quarterly meetings with community members and developed partnerships. During the year, we extended Gold Fever – a fourth-grade mineral education activity – to several rural elementary schools.

- **Increased understanding with faith-based leaders:** We held quarterly community stakeholder engagement meetings with faith-based organizations and nonprofit leaders in northern Nevada. These meetings, along with mine tours and other collaborative gatherings, have improved Newmont's understanding of community priorities, encouraged partnership, and increased collaboration among faith-based and nonprofit groups.

In South America:

- **Held workshops on the future of Yanacocha:** Yanacocha held 55 workshops on the future of Yanacocha in 2018, engaging 1,640 stakeholders in a series of workshops that were first initiated in 2016. Female participation in the workshops has increased from 40 percent of participants in 2016 to 56 percent in 2018. Around 56 percent of participants expressed a preference for the Yanacocha operation to continue, while 18 percent would like operations to cease. The remaining 26 percent would like continuity with conditions on water quantity and quality, employment and commitments. When informed about an early stage expansion project to process sulfide ore, 53 percent of participants expressed support for the project and an extension of Yanacocha's mine life, 27 percent supported the project with conditions, and the remaining 19 percent did not want the project to be developed and wanted operations to cease.

- **Partnered on educational forums:** Yanacocha continued to partner with the National University of Cajamarca, hosting forums that bring together students, government and community leaders, businesses and civil society to deepen understanding on topics of interest including water and economic development.

- **Offered virtual reality mine tour:** Yanacocha began using technology to enhance stakeholder understanding of the operation. Younger generations, in particular, participated in Yanacocha's virtual reality experience at the 2018 Expomina national mining conference in which a drone video gives an in-depth look at and explanation of the operation.

- **Commenced external advisory panel:** We held the first external advisory panel meeting for Peru, an external body composed of local and national business, community, and thought leaders set up to address relevant social, political and economic issues, and to improve engagement with key stakeholders.

- **Held meetings with traditional authorities:** At our Merian mine in Suriname, we met with the Pamaka traditional authorities to discuss the upcoming review of the Cooperation Agreement – the socio-economic framework – and reporting expectations. Regular engagements continued with community groups, including on the C&G mechanism for the site and the Community Development Fund.

- **Expanded relationships in French Guiana:** As Newmont has exploration interests in French Guiana, the French General Council for Economics, the French General Council for Environment and Sustainable Development and the Préfet of French Guiana, the maximum local authority, visited Merian for educational purposes and to discuss Newmont's legal and economic framework in Suriname and other jurisdictions.

Community investments

To meet stakeholders' expectations and ensure our efforts align with the UN Sustainable Development Goals – specifically SDG-3 (good health and wellbeing), SDG-8 (decent work and economic growth) and SDG-17 (partnership for the goals) – we worked to better understand how our activities fulfill Newmont's purpose to improve lives over time.

At a cross-regional workshop in Cajamarca, Peru, we discussed best practices and lessons learned on community development and project design. The workshop also explored outcome-based indicators to better measure and communicate Newmont's positive impact. After developing proposed outcome-based objectives, we conducted a gap analysis and developed action plans. We will start to collect data against the outcome-based objectives in 2019, and we will begin to incrementally increase our reporting on outcomes.

Among the key community development investments and programs across our operations:

In Africa:

- **Implemented social responsibility strategy:** We progressed the national-level community social responsibility strategy in Ghana, which was developed in late 2017. The strategy leverages existing programs with leading organizations, focusing on development outcomes aligned to the SDGs. In 2018, we partnered with the United Way Ghana, Junior Achievement Ghana and the Ghana Library Authority to support objectives that improve Ghana's healthcare system, strengthen the reading culture among young children and promote youth empowerment. We are also exploring social impact investing as a sustainable financing vehicle with the aim of promoting nonmining income and employment generation. Pilot projects will be evaluated in 2019.

- **Supported strategic community investments through foundations:** The strategy incorporates successes and lessons learned from the two foundations that support sustainable socio-economic development projects in the communities near the Ahafo and Akyem mines – the Newmont Ahafo Development Foundation (NADeF) and the Newmont Akyem Development Foundation (NAkDeF). The operations also support strategic community investments through a participatory process with community members and leaders. Highlights for 2018 include:

- **Ahafo** – Newmont contributed approximately $943,000 to NADeF in 2018, bringing our total contribution since 2007 to $26.1 million.

  ○ The Quality Improvement in Basic Education (QUIBS) program, in place since the end of 2015, has led to a steady improvement in basic school certification examination (BECE) test scores for participating schools in the Tano North District. The percentage of student passing the exam has increased from 46.7 percent in 2016 to 73.3 percent in 2017 and 94.4 percent in 2018. School enrollment also increased from 429 students in 2016 to 472 students in 2018.

  ○ Collaboration with the local government to improve access to healthcare continued with a commitment to co-finance the construction of the Asutifi North District Hospital. In addition, medical equipment and supplies were delivered through Newmont's global partnership with Project C.U.R.E. to a hospital in Sunyani, the Yamfo College of Health and the Ntotroso Nursing College, and 10 landfill containers were donated to the Asutifi North District Assembly to support improved health outcomes associated with better solid waste management.

  ○ To support local economic diversification and employment opportunities for the communities surrounding Ahafo, through our partnership with the German Cooperation Agency (GIZ) and the South District Assemblies, we are enhancing the Asutifi Processing and Service Center to increase youth interest in working in the production of non-traditional crops that support economic diversification. The center, which was commissioned in 2015, is the region's agricultural processing center and helps maximize the value of products and farmers' earnings.

  ○ In the Ola resettlement community, Newmont worked with the Water and Sanitation Committee, which includes representatives from the community and technical staff, to improve access to water. Through the drilling of a 200-meter borehole, a 120-cubic-meter overhead reservoir, and the installation of headworks and a delivery line, around 2,000 residents benefited from the water system improvements. We also helped build the financial and operational management capacity of the Committee, which was able to provide free access to water for the local school and begin planning to expand the water system beyond the resettlement community.

- **Akyem** – Newmont contributed nearly $1.5 million to NAkDeF in 2018, and a total of approximately $9.3 million since 2013.

  ○ NAkDeF's Educational Quality Improvement Program (EQUIP), which has been in place since 2016, aims to improve academic performance through interactive teaching, vocational training, mock examinations and teacher motivation seminars as well as infrastructure investments. While the national basic education certification examination scores of EQUIP participants improved between 2016 and 2017 (pass percentages were 98.9 percent and 99.2 percent, respectively), the 2018 scores dropped to 87.6 percent. NAkDeF is engaging with the Ghana Education Service to understand the reasons for the drop, and how NAkDeF could improve the EQUIP program to improve educational outcomes.

  ○ Following the signing of a partnership agreement with the GIZ in 2017 to co-finance a vocational training institute and establish a microcredit union, NAkDeF registered 770 entrepreneurs, including 49 (35 women and 14 men) from the resettlement community. Disbursements will begin in 2019. Construction on the vocational training center – which aims to improve the workplace skills and qualifications of 600 community members (of whom at least 35 percent are female) by 2020 – will begin in 2019. The center will offer two levels of training for various skills including electrical, construction, agribusiness, mining-related sciences and cosmetology.

  ○ Infrastructure projects included NAkDeF's investment in toilets at the New Abirem Lorry Station, which improves access to sanitary conditions. The Akyem operation also invested in new boreholes at the New Abirem Government Hospital and provided electric power to the Afosu Health Center to ensure a more reliable power source for the operation of medical equipment, including cold storage facilities.

In Australia:

- **Advanced the Sustainability Development Goals:** Efforts continued to progress long-term partnerships and strategic initiatives focused on outcomes and alignment to SDG-6 (water and sanitation) and SDG-17 (partnerships for the goals). The five-year partnership between our Boddington operation and the Peel Harvey Catchment Council (PHCC) to promote natural, conservation and cultural resource management advanced since beginning in 2017. In 2018, work progressed to support the integration of traditional ecological knowledge into catchment planning, build local landowner capacity to design and deliver sustainable agricultural practices, and establish a baseline of river health for the Hotham and Williams Rivers and tributaries. Community engagement, including aboriginal and employee involvement via training, planting days, and other field activities, is a key part of program implementation. The Boddington-PHCC partnership was featured in the Mineral Council of Australia's *Sustainability Goals in Action (2018)*, a report that illustrates how Australian mining companies are supporting the SDGs.

- **Supported cultural programs:** Our 2018 site recycling efforts at Boddington were used to finance a five-year premier sponsorship of the Bibbulmun Track Foundation's "Eyes on the Ground" volunteer program, which includes documentation and promotion of the track's aboriginal cultural aspects. The Bibbulmun Track is an iconic walking track in Western Australia that passes adjacent to the mine.

- **Promoted tourism:** Boddington extended a partnership with a tourism agency to include the Perth Mint in mine site tours. The "Mine to Mint" tour was launched to boost local tourism and promote an improved understanding of mining.

- **Partnered on aboriginal education opportunities:** Our Boddington and KCGM operations continued to partner with the Australian Indigenous Mentoring Experience (AIME), a mentoring program that helps indigenous high school students at nine schools in the South West and Kalgoorlie-Boulder communities graduate and continue their educational journey. The partnership has supported 264 students since it began at Boddington in 2014. In 2018, **KPMG completed an impact-evaluation study** that compared program data for 2017 against 2016 census data for a similar indigenous cohort. The study found that among program participants, 28 percent gained employment, 27 percent pursued vocational education, and 27 percent continued studies at a university, compared to the census data where only 14 percent gained employment, 22 percent pursued vocational education, and 6 percent continued at a university.

- **Continued support of aboriginal training program:** KCGM continued its three-year agreement to support the "Life Without Barriers" aboriginal driving program, which helps remove barriers to employment for Aboriginal and Torres Strait Islander people in Kalgoorlie-Boulder. Since its inception in 2013, the program has trained more than 90 Aboriginal and Torres Strait Islander people who have attained their driver's license, strengthening their self-confidence, sense of empowerment and ability to gain employment. Two participants were hired by KCGM in job roles that required the driving skills taught through the program.

In North America:

- **Focused on STEM education opportunities:** Regionally, Newmont maintains a strong focus on supporting science, technology, engineering and math (STEM) and mining-related education. In Nevada, we conducted outreach activities – including mining career expositions, classroom presentations and workshops, mine site tours, and job shadowing opportunities. In 2018, we partnered with the University of Nevada-Reno to provide a professional development program, Newmont DIGS (Deepening Inquiry in Geological Science), for fourth- and fifth-grade educators in northern Nevada communities. At CC&V in Colorado, we funded the Messy Science Institute, a local after-school program that includes hands-on experimentation while exploring basic science concepts. The operation also funded repairs to the Aspen Mine Center, which serves as a "one-stop shop" nonprofit resource for the community.

- **Donated to community programs through employee donations and corporate matching funds:** The Newmont Legacy Fund – a charitable organization formed by our Nevada employees to contribute to the health and wellbeing of communities across northern Nevada – pledged a record $3 million to nonprofit organizations in Colorado and northern Nevada in 2019. Of this amount, employees pledged $1.5 million, which will be matched dollar-for-dollar by Newmont. In addition, the Newmont Endowment Fund – which will help sustain local communities in the long term – reached $2.5 million.

- **Helped fund construction of community center:** Newmont supported local culture and history through a $60,000 donation to the Lander County Historical Society in Battle Mountain, Nevada, to help with the construction of a new depot building at the Cookhouse Museum. This facility will be used to host community events and will provide additional meeting space for community leaders and business owners.

In South America:

- Yanacocha and its Asociación Los Andes de Cajamarca (ALAC) foundation, which supports sustainable development in the Cajamarca region, continued to focus on education, local economic development and water.

- **Implemented gender policy:** In line with SDG-5 (gender equality), ALAC began implementing a gender policy in 2018, which builds gender considerations and outcomes into its community development programs, tracking beneficiaries by gender for the first time. For example, in the savings and credit union program (UNICA), 25 percent of the jobs created have been by women, 10 percent of the unions are led by women, and women occupy 38 percent of the leadership roles.

- **Inaugurated new museum:** To strengthen local education and build awareness of natural resources that are essential to understanding mining, Yanacocha inaugurated a state-of-the-art Museum of Water and Earth. The opening of the museum is **featured in the case study**.

- **Promoted local food and craft vendors:** ALAC partnered with the local government to create the "Consume What Cajamarca Produces" festival, a monthly fair that promotes locally made food and crafts. Over 60 local businesses and organizations have participated, generating over $130,000 in sales.

- **Supported skills development programs:** Yanacocha extended its support of programs at the Rafael Loayza and La Merced technical education schools in Cajamarca that train adults in technical and entrepreneurship skills, strengthening their employability. Since 2016, 223 women have been certified in dressmaking, baking, cooking, cosmetology and computation. In 2018, 60 men were certified in mechanical structures, electronics or electricity.

- In Suriname, the Community Development Fund (CDF) supports sustainable development in the nine villages near our Merian mine. The CDF is managed by a board that includes representatives from Newmont, the government of Suriname and the Pamaka community, and its operational plan focuses on potable water systems, solar energy and water transport infrastructure. The CDF hired a fund manager, who is a Surinamese national with deep experience working with rural communities.

- **Completed first major community project:** In 2018, Newmont contributed around $450,000 to the CDF, which equals $1 per ounce produced. The CDF completed its first major project – potable water – on the largest Pamaka island, Langa Tabiki, employing several local community members in the process. The project will formally be handed over to the community in early 2019 after testing is completed. The CDF will maintain the water system for six months in 2019 while a permanent maintenance solution is developed. Project WET trained Ministry of Education trainers, who will train local teachers, on the importance of household water management, hygiene and other factors essential for sustainability. The water education programs aim to support the sustainable use of the water and the newly constructed water infrastructure project.

- **Improved local infrastructure:** Merian contributed to upgrading local infrastructure, which improves access to markets, banking, and social services. Based on engagement and the 2016 assessment to identify development priorities, Merian invested nearly $500,000 to improve or build three bridges and eight docks, as well as maintain roads. The site also supported waste management as a pilot on Langa Tabiki – a significant challenge in the area.

- **Conducted training with local community:** As part of ongoing efforts to catalyze local economic development, Merian organized a hydroponics information day for local community members with a training course to commence in 2019, began a vocational training course in electricity, and promoted local procurement and entrepreneurship with the Chamber of Commerce.

Indigenous peoples

We continued to better understand how to translate free, prior and informed consent (FPIC) of indigenous peoples into effective site-based approaches in areas where we are exploring or operating on indigenous peoples' lands or traditional territories.

Our improved approach to FPIC – based on learnings from the **Merian FPIC Expert Advisory Panel report**, our experience, and input from the multisector FPIC Solutions Dialogue – was applied for the first time to the Sabajo project's draft environmental and social impact assessment (ESIA). New to the ESIA process is a historical narrative study to determine rightful traditional owners at Sabajo and eliminate the risk of new traditional land ownership claims after project commencement. Extensive ESIA consultation included communication to the Kawina Maroon Tribe – which the baseline studies identified as the traditional owners of the land where Sabajo sits – about the project, allowing them to make an informed decision about consent. More information about the Sabajo project's ESIA is discussed in the **Human Rights case study**.

As Newmont's project pipeline expands, our focus will be on leveraging the Sabajo project's learnings to further integrate FPIC into early exploration and project development.

To ensure we share lessons learned and best practices on the application of our Indigenous Peoples Standard across our sites, we formed a cross-functional internal indigenous peoples working group. During 2018, the group participated in regular calls, discussed challenges and practices, and continued to share lessons learned. The group began development of additional guidance to incorporate new insights for how "consent" is applied on the ground.

To improve global understanding and practical implementation of FPIC, we presented the Granites-Kurra 10-year plan to the Minerals Council of Australia and Chamber of Minerals and Energy forum on Meaningful Engagement with Aboriginal groups and to the RESOLVE FPIC Solutions Dialogue. The plan – a collaboration between our Tanami operation in Australia and the Central Land Council to support the long-term success of the Warlpiri people – includes an integrated approach to collectively strengthen the Warlpiri people's governance, education and employment opportunities. The success of the plan has helped Newmont obtain consent from the Kiwirrkurra people in Western Australia to access their land for exploration.

Other notable activities during the year in our regions include:

- **Launched Reconciliation Action Plan in Australia:** Our Reconciliation Action Plan (RAP), developed in partnership with the NGO Reconciliation Australia, includes commitments to building respectful relationships while providing employment, training, and other opportunities to Aboriginal and Torres Strait Islander peoples. Future activities are described in the **online report**.

- **Participated in cultural event:** In line with the Granites-Kurra 10-year plan, the Australia regional leadership team participated in a cultural immersion experience near Tanami where they stayed overnight with traditional owners, sharing stories and culture. Newmont also continued its support for the Tracks Dance-Milpirri Festival in 2018. Milpirri is the Warlpiri word for the clouds that bring thunder, lightning and rain at the start of the wet season, creating new life that sustains community.

- **Continued mentoring program:** At our Boddington operation, 10 non-indigenous employees attended a five-day accredited indigenous mentoring training program, focusing on how to mentor indigenous workers for retention, how to use communication skills to build relationships, and how to work with diverse peoples. These employees are now mentors for indigenous employees throughout the site. Boddington signed an agreement with the South Metropolitan and South Regional technical and further education institutions to support the establishment, work placement, and administration of four pre-apprenticeships annually; scholarship recipients complete qualifications aligned to Boddington apprenticeship streams.

- **Increased employment opportunities:** The KCGM operation participated in the Goldfields Aboriginal Economic Development Round Table to discuss a collaborative approach to aboriginal economic development. KCGM is also working closely with the Aboriginal Workforce Development Centre to increase employment opportunities for local aboriginal people.

- **Finalized our North America Indigenous Peoples Strategic Framework:** The framework outlines our approach to engagement and collaboration with Native American tribes in the U.S. and First Nations communities in Canada. Under this framework, specific strategies have been developed for the Great Basin area, as well as the Long Canyon operation. Strategies were created with input and support from representatives of the tribes in closest proximity to Newmont's Nevada operations. Strategies detail efforts to promote employment, procurement, and community investment, and manage cultural heritage, as well as how Newmont and each tribe will engage. Implementation of specific activities that are agreed upon will begin in 2019.

- **Conducted engagement with the First Nations in Canada:** As part of ongoing exploration activities surrounding the Plateau Project in the Yukon, we met with Na Cho Nyak Dun and Selkirk First Nations leadership and hosted tours and an open house to share information about the exploration project. In addition, following our investment in the Galore Creek project, where the majority of site workers are Tahltan, we engaged with the Tahltan Nation leadership to ensure a meaningful transition from the previous project owners to Newmont and our partner Teck Resources.

- **Applied improved approach to FPIC:** In Suriname, the Kawina tribal group claims the Merian operation and Sabajo project are located on their traditionally owned lands. Taking into account lessons learned from Merian and other sites, we started to build the foundation to develop an agreement with the Kawina aligned with the principles of FPIC.

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 certain jurisdictions. 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, which may translate into reaching a formal agreement.

Resettlement and land use

Resettlement planning activities took place around our Ahafo operation in Ghana for two projects – the tailings storage facility (TSF) expansion and the Subika East waste dump expansion.

The TSF expansion project was determined to require resettlement due to potential impacts on households and/or livelihoods near the project. An independent firm surveyed crops, properties and land interests, while Newmont engaged community leaders, members of the multi-stakeholder Resettlement Negotiation Committee (RNC) and government officials to address any conflicting interests. The survey estimated that 89 households were eligible for resettlement. A Full Built Asset Survey and the RNC resettlement eligibility process will confirm the survey's findings. A crop assessment and development of a compensation plan are underway, with a socio-economic assessment of project-affected persons to begin in 2019. These studies will inform the physical resettlement and livelihood restoration plans. For those not eligible for resettlement but impacted by expansion activities, we will continue to engage with them on livelihood improvement programs.

In early 2018, 37 project-affected persons petitioned Newmont for resettlement housing instead of cash compensation for economic displacement associated with the Subika East waste dump expansion. Engagement efforts resulted in 14 individuals accepting cash compensation. The remaining 23 people did not meet the criteria established by the RNC; however, the Ministry of Lands and Natural Resources authorized the physical resettlement. Relevant studies began following this decision and are expected to be completed in 2019.

Artisanal and small-scale mining livelihoods

We continued to execute our global ASM strategy and to implement our strategic objectives in those locations where ASM activities take place on or near our operations.

In Ghana, we refined our strategy to incorporate insights from a 2017 baseline study at Ahafo, Ahafo North and Akyem that improved our understanding of ASM. The strategy also includes outcomes from a multi-stakeholder workshop in 2017 and the government's formal ASM program, which was established at the end of 2017. Strategy updates include increased collaboration with the government, and regulatory reporting to document ASM environmental impacts and to avoid potential future legal liabilities. The team also recognized that alternative livelihood strategies must be implemented alongside security surveillance. In 2018, we developed a documentary video on ASM in Ghana, which will be used in stakeholder engagements and educational outreach.

At our Merian mine in Suriname, our approach recognizes the cultural and livelihood importance of ASM to the Pamaka community while protecting Newmont's assets. This approach allows miners to continue to operate in non-core areas near or on Newmont's right of exploitation (RoE) but outside the industrial zone. Activities in 2018 to support this strategy included the following:

- We collaborated with the traditional authorities to form a small-scale miners representative group. A meeting was held with the Pamaka ASM representatives, who provided the information used to develop a database of registered small-scale miners.

- We completed an **environmental and social impact assessment (ESIA) in support of the Sabajo project**, which is located near Merian. ASM was recognized as a legitimate livelihood of the local community, and the assessment recommended that livelihood mitigation would be required to align with the principles of free, prior and informed consent of indigenous peoples if the project advances.

In 2019, we will undertake an assessment of alternative livelihood opportunities to reduce the reliance on ASM-based incomes where possible. We will also work with the ASM community to mitigate negative environmental impacts through the development of training in safety, environmental performance and mercury-free processing methods.

At our Yanacocha operation in Peru, ASM has largely been absent. However, in 2017, we identified small groups carrying out ASM activities within and near the Yanacocha and Conga concessions, including in an ecologically sensitive area called Lagunas de Alto. After assessing the activity, we determined that the activity is likely contained and not linked to broader activities. Yanacocha formed a country-level cross-functional working group in 2018 to build alliances and formalize relationships with new stakeholders, support local miners in minimizing the negative impacts, and potentially gain access to areas historically not open to formal mining activities.

In the U.S., we became aware of ASM activities on and near Cripple Creek & Victor (CC&V) in Colorado in 2018. Individuals were illegally accessing mine workings on Newmont property through a non-Newmont site. To date, we have taken a legal approach to managing both situations.

New Interactive Museum Builds Knowledge About Natural Resource Challenges and Conservation

In 2018, our Yanacocha operation in Peru, through its community foundation Asociación Los Andes de Cajamarca (ALAC), opened the state-of-the-art Museum of Water and Earth – a unique experiential learning center for the Cajamarca region.

The museum, housed in ALAC's offices, incorporates input from Peru's Ministry of Education, the National University of Cajamarca, and Newmont's global partner Project WET. Docents – mostly students from the National University of Cajamarca – guide children and adults through 11 modules to learn about water, geology, space and other fundamentals of natural resources via interactive displays and experiments designed to encourage questions and discovery. A mobile exhibition, in partnership with the National Council of Science, Technology and Innovation (CONCYTEC), extends access to the experience to rural communities.

Marco Rinaldi, CONCYTEC's Director of Policy and Programs related: "We at CONCYTEC are proud to work with ALAC on this initiative that provides a space for scientific discovery at all levels."

The museum complements ALAC's ongoing environmental and sanitation education program (EDUSA), which partners with the Ministry of Education, SEDACAJ (the local water company) and Project WET to develop a curriculum that deepens scientific knowledge, life skills and environmental stewardship. In 2018, the program certified 64 teachers.

Following the Project WET workshop, teacher Marleny Villegas from the Santa Teresita College, shared: "This workshop was very gratifying. While we have knowledge of these topics, it opens doors to work with different strategies with our students. Plus, it's a very dynamic methodology, which surpassed our expectations."

"This workshop opens doors to work with different strategies with our students. Plus, it's a very dynamic methodology, which surpassed our expectations."

– Santa Teresita College teacher, Marleny Villegas

The teachers are empowered to use local materials – from empty bottles to strings and cans – to transform their classrooms into fun, interactive exploratory environments where children learn about water conservation, hygiene and waste management practices, and develop the skills essential to becoming environmental stewards.

The museum supports our efforts to expand the local community's water management capacity through the development of water education programs for current and future leaders. It also aligns with the UN Sustainable Development Goals to ensure access to water and sanitation (SDG-6) and to advance the goals through strong local, national and global partnerships (SDG-17).

Approach

Increasingly, governments and other stakeholders demand businesses play a greater role in driving sustainable development. The effort by governments to increase revenues from natural resource development is one of the major trends across our business, and local employment and procurement opportunities are among the greatest expectations of host communities.

To manage stakeholder expectations and business risks, we are committed to maintaining strong governance, adhering to all laws and regulations, transparently disclosing payments to governments, and engaging with stakeholders to increase accountability and develop trust.

Taxes and royalties

The taxes and royalties we pay to national and local governments are key elements in creating value for host countries.

Through our Code of Conduct, policies, standards and systems, we state our commitments and the minimum requirements for effectively managing the risks associated with government payments. This includes complying with all laws and regulations related to taxes and royalties in every jurisdiction in which we operate.

The frequency of tax and royalty payments varies by jurisdiction, and we are committed to fulfilling our payment obligations in a timely and accurate manner. While we are responsible to shareholders, employees and business partners to operate as efficiently as possible and remain competitive, we do not seek arrangements where the primary purpose is tax avoidance. We price transactions between Newmont group companies by applying the "arm's-length principle," which is the international transfer pricing standard that OECD member countries have agreed should be used for tax purposes by multinational enterprises.

All our tax filings are reviewed/audited by external parties to avoid errors or omissions. When tax laws are unclear, we seek external guidance to ensure that our positions are more likely than not to be upheld.

Our executive leadership team (ELT) is responsible for our government payments approach and performance, with our finance department responsible for the day-to-day implementation. On a quarterly basis, our Board of Directors' Audit committee receives a detailed report and the full Board receives a summary report.

Economic impacts

We disclose our tax and broader socio-economic contributions in our Annual Report and in this report.

To better understand and measure our economic contributions at the national and regional level, we develop economic impact assessments and communicate the findings from these evaluations to our stakeholders. The assessments, which are reviewed by a third-party consultant, analyze Newmont's internal reporting data, along with **Purdue University's Global Trade Analysis Project (GTAP)** macro-economic data, and use a standard input/output model for country-specific data.

Our membership and active involvement in the following voluntary initiatives also support our efforts and improves our performance:

- The International Council on Mining and Metals (ICMM) and its tax network group, which promotes predictable, stable and transparent tax frameworks and practices; we also support the organization's position statement on **Transparency of Mineral Revenues**;

- The World Economic Forum's **Partnering Against Corruption Initiative** (PACI), which includes a pledge to zero tolerance for bribery in any form and a commitment to implement a company-wide anti-corruption program;

- **Publish What You Pay**, an international coalition of NGOs that advocates for more transparency and accountability in the extractive industry; and

- The **Extractive Industries Transparency Initiative** (EITI), a collaborative effort of governments, companies, investors and NGOs that reconciles 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 Suriname's EITI Multi-Stakeholder Group. Among the countries where we operate, **Ghana** and **Peru** are listed as making "Meaningful Progress" against the EITI standard; **Suriname** is a candidate country; and **Australia** is evaluating its ability to implement the EITI.

As a signatory to the World Economic Forum's **Compact for Responsive and Responsible Leadership**, we are committed to pursuing long-term value creation for our stakeholders. Our approach is aligned with the ICMM's position statement on **Mining Partnerships for Development**.

Local employment and business opportunities

Hiring and sourcing from host communities support numerous benefits including stronger community and government relationships, a more inclusive and diverse workplace and long-term growth and economic diversification. It also supports our efforts to contribute toward the UN Sustainable Development Goal to promote decent work and economic growth (SDG-8).

Our Local Procurement and Employment Standard sets the minimum requirements to mitigate risks and maximize opportunities through direct and indirect jobs and business opportunities.

Baseline studies and input from relevant stakeholders inform the development of site-specific plans that promote local employability and skills development, diversity of the workforce, small business development and sustainable business opportunities. Plans are reviewed annually to ensure alignment with stakeholder expectations and our global inclusion and diversity strategy, and to identify opportunities for improvement.

We also engage with local stakeholders to agree on definitions and qualifications related to the categories we use to designate businesses, contractors and employees.

All suppliers – even specialized local micro-enterprises – **are subject to our Supplier Risk Management process** and must 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 develop the skills or capacity needed to become employed by, or a supplier to, Newmont.

Performance management

In all regions – except North America – we set public targets for local and/or indigenous employment. In the Africa and South America regions, local employment targets reflect engagement with local stakeholders on definitions, qualifications and other agreed upon criteria, and often remain unchanged from year to year. Aboriginal employment targets in our Australia region are set annually. Although our North America region does not set local employment targets, our Nevada sites actively promote employment opportunities for Native American communities.

In Australia, Ghana and North America, our public local procurement targets are regionally based due to the number of shared contracts among sites, while the South America region's targets differentiate between Yanacocha (in Peru) and Merian (in Suriname) due to their geographic distance from each other and the fact that the two operating sites have few shared contracts.

Our performance against our targets is discussed during a quarterly CEO-led call with executive, regional and functional leaders.

Performance

Economic contributions

In 2018, Newmont's direct economic contributions totaled $6.5 billion, which includes $3.1 billion in operating costs, $1.4 billion in employee wages and benefits, $1.02 billion in capital spend, $508.3 million in payments to providers of capital and $519.1 million in taxes, royalties and other payments to governments.

2018 ECONOMIC VALUE DISTRIBUTED[1]
($ MILLION)

	Operating costs[2]	Employee wages and benefits	Capital spend[3]	Payments to providers of capital[4]	Payments to governments	Total
Australia	$894.0	$319.6	$181.9	$3.1	$207.4	$1,596.0
Ghana	$430.9	$115.8	$303.7	$1.4	$135.9	$987.7
Peru	$410.8	$106.2	$119.2	$1.2	$32.2	$669.6
Suriname	$196.1	$54.0	$78.6	$0.0	$50.1	$378.8
United States[5]	$1,183.5	$774.3	$335.4	$502.6	$93.5	$2,889.3
Total	**$3,115.3**	**$1,359.9**	**$1,018.8**	**$508.3**	**$519.1**	**$6,521.4**

[1] Amounts are on a consolidated basis as described in our 2018 10-K.

[2] Operating costs are comprised of costs applicable to sales of $4,093, exploration of $197, advanced projects, research and development of $153, and general and administrative expenses of $244 on an accrued basis and cash paid for reclamation in 2018 of $89. Operating costs omit employee wages and benefits of $1,360, (included in the employee wages and benefits column);, $132 in payments to governments for employer, property, and sales taxes (included in the payments to governments column); $222 of indirect costs; and, $53 of byproduct sales (which are recognized as credits to costs applicable to sales in our 2018 10-K).

[3] Capital spend is presented on an accrued basis and includes noncash adjustments of $13. Capital spend excludes $196 incurred during 2018 for the construction of the Tanami Power Plant, accounted for as a build-to-suit financing obligation in our 2018 10-K report.

[4] Payments to providers of capital includes interest expense, net of capitalized interest of $207 and dividends paid to common stockholders of $301.

[5] U.S. economic value distributed includes Canada, primarily comprised of reclamation and tax distributions.

2018 ECONOMIC VALUE GENERATED[1]
($ MILLION)

Country	Revenues
Australia	$2,178.8
Ghana	$1,081.1
Peru	$679.1
Suriname	$677.0
United States	$2,690.5
Total	**$7,306.5**

[1] Economic value generated includes sales of $7,253, as well as byproduct sales of $53, which are recognized as credits to costs applicable to sales in our 2018 10-K.

2018 PAYMENTS TO GOVERNMENTS
($ MILLION)

Country	Government royalties	Taxes[1]	Total
Australia	$59.1	$148.3	$207.4
Ghana	$37.4	$98.5	$135.9
Peru	$0.0	$32.2	$32.2
Suriname	$40.6	$9.5	$50.1
United States	$0.0	$93.5	$93.5
Total	**$137.1**	**$382.0**	**$519.1**

[1] Taxes include employer taxes, current year's accrued income and mining taxes, property taxes and sales/production taxes.

2018 EFFECTIVE TAX RATES[1]
(PERCENTAGE)

Country	Rate
Australia	29%
Ghana	33%
Peru	(73)%
Suriname	26%
United States.	(32)%
Nevada	49%
Colorado – CC&V	19%
Colorado – corporate & other	(36)%
Other foreign	420%
Consolidated	**52%**

[1] The effective tax rate is driven by a number of factors and can fluctuate from year to year. For a more detailed discussion of tax expenses, refer to page 66 of Newmont's 2018 Form 10K report.

As an active member of ICMM and its tax network group, we have committed to improving our government payment disclosures on a project-by-project basis. Because our current reporting follows jurisdictional requirements and is not necessarily site based, during the year we formed a cross-functional tax transparency working group, conducted a gap analysis, and collaborated with ICMM to ensure that project-related disclosures consider the requirements of each operating region.

To measure the economic benefits our operations generate for host countries and communities at the regional and national level, during the year we developed economic impact reports for our operations in Peru, Suriname and the U.S. Combined with the reports we created for Australia and Ghana in 2017, we can now report Newmont's economic contribution at each operation and across the portfolio. Findings and feedback from the assessment process were used to enhance the economic model and methodology, which will be used to develop site- or regional-level reports on our 2018 economic impacts. We plan to make these reports publicly available on our website in mid-2019.

We continued to collaborate with government, civil society and industry stakeholders to improve revenue transparency. We engaged with the EITI regarding our support in both compliant and candidacy countries in which we operate. Through our membership in the Mining Council of Australia, we participated in the Australia EITI Secretariat's review of the country's ability to implement and comply with the current EITI Standard. The review, which is expected to be finalized in 2019, is evaluating the country's existing disclosures and unique characteristics – such as its federated structure and large number of mining companies – and identifying gaps and barriers.

We also continued to engage as an active member of the Suriname EITI multi-stakeholder group (MSG). In 2018, the Government of Suriname continued to develop its initial EITI report, which evaluates payments to the government during 2016. In alignment with the materiality metrics defined by the MSG and Suriname's EITI process, Newmont submitted data and information for the report. The Ministry of Finance completed a partial reconciliation and identified areas to address before submitting the report; however, the government missed the submission deadline, resulting in the EITI Board suspending Suriname. The suspension will be re-evaluated if the government submits its report by May 24, 2019.

A significant uncertainty in our business is government efforts to increase revenues from mining operations through new taxes, royalties, fees or other measures. These efforts, which sometimes contradict existing contractual agreements with Newmont, create an unpredictable environment that discourages future investments. In 2018, we engaged with government stakeholders in all the regions where we operate to demonstrate our significant contribution to the economies and our desire to continue to do business in the country. Developments in Ghana and Australia were a particular area of focus.

Company leaders, including CEO Gary Goldberg, met with officials in the Ministry of Lands and Natural Resources to discuss impacts of any requirements to refine gold in the country.

We continued to partner with other industry players to highlight the economic value of our mining operations in response to ongoing government calls for an increased tax contribution from the gold sector. Through our economic impact reports and engagement, we will continue to demonstrate our significant contribution to the government and the national and local economies and how a royalty rate or tax increase would impact these contributions.

Local employment and skills development

Efforts to advance our global inclusion and diversity strategy and meet our site-based local employment targets are summarized in the following table. As part of our global inclusion and diversity strategy, we will begin tracking local and indigenous employees' career progression to higher job grades beginning in 2019.

Region	Site	2018 Local employment performance and 2019 targets
Africa[1]	Ahafo Akyem	At the end of 2018, local community members represented 41.7 percent and 47.8 percent of the total workforce (inclusive of contractors) at Ahafo and Akyem, respectively, exceeding our target of 35 percent at both sites. The longer-term employment commitment at our Akyem operation is 50 percent within 10 years of commencing operations. The targets for 2019 remain at 35 percent for both sites.
Australia[2]	Boddington KCGM Tanami	All sites met or exceeded their target for aboriginal employment. Boddington, KCGM and Tanami employed 108, 40 and 106 individuals, respectively, as of the end of 2018.* Targets for 2019 were under review as of publication of this report.
South America	Yanacocha[3]	Residents from Cajamarca represented 64.3 percent of Yanacocha's workforce at the end of 2018, exceeding our target of 60 percent. The target for 2019 remains at 60 percent.
	Merian[1]	At the end of the year, 248 employees – representing nearly 20 percent of the total workforce – were of Pamaka ancestry. Our target for 2018, which will continue in 2019, was to ensure at least 200 employees were from the Pamaka community.

* Australia's site targets for 2018 were updated during the year to exclude fixed-term workers and contractors.

Key Terminology:

[1] "Local" or "local-Local" refers to persons from within the catchment area around our Ahafo and Akyem mines and to Pamaka communities near our Merian mine; validation process usually established through the local employment agreement.

[2] "Aboriginal" or "indigenous' refers to both Aboriginal and Torres Strait Islander peoples in Australia.

[3] "Local" in Peru refers to the local Cajamarquino people per agreed upon definitions with the community.

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

In Africa:

- Following the protests by youth groups in 2017 at our Ahafo operation, the regional minister set up a seven-member independent committee to review complaints related to employment and other allegations. To address the committee's recommendations, in 2018 an examination council was established to increase transparency in the recruitment process by overseeing the recruitment of local-locals into trainee roles. We also held quarterly stakeholder events with around 1,000 people. Topics discussed included local employment statistics, our online employment application process, and graduate learnership and local-local learnership training opportunities.

- The apprenticeship programs at Ahafo and Akyem offer a three-year skilled mechanical and electrical specialist training program to members of the communities near the mine. Graduates of the program are offered employment in a variety of roles including process operators, specialized trades and maintenance. At Ahafo, 130 people have graduated from the program since it began in 2005, 67 of whom are currently employed by Newmont and 10 by one of our business partners. At Akyem, 61 people have completed the program since 2011 with 42 people currently employed by Newmont and 10 by a business partner.

- The region also offers a learnership program, which is a condensed one-year training program that provides opportunities for local community members to gain experience in mine processing and operations. In 2018, the program was extended to Ahafo.

In Australia:

- Our Boddington operation rolled out an aboriginal employee mentoring program that develops the skills necessary for supervisors to support aboriginal employees in the workplace and assist with retention. During the year, 10 non-aboriginal employees participated in the program.

- Newmont's Reconciliation Action Plan (RAP) – which includes commitments to building respectful relationships while providing employment, training, and other opportunities to Aboriginal and Torres Strait Islander peoples – was endorsed by the NGO Reconciliation Australia. The plan is highlighted in the **featured case study**.

- At Tanami, a team, which included representatives from various departments, BRG members and business partners, visited Darwin and Alice Springs as part of a recruitment effort to promote the operation and Newmont's support for inclusion and diversity and to generate interest in employment opportunities.

- We partnered with the CareerTrackers Indigenous Internship Program, supporting three university students with paid internships. In addition to creating lasting employment opportunities, CareerTrackers provides interns and their sponsoring organizations with year-round support to prepare students for success at university, and in their chosen professions and their communities.

In North America:

- Newmont continued its support of the Maintenance Training Cooperative (MTC) program at Great Basin College (GBC) in Elko, Nevada. In addition to a scholarship, students receive a paid internship at one of Newmont's mines while completing a certificate or degree program in electrical systems, diesel, instrumentation, millwright and/or welding technologies at GBC. Around 30 scholarships are awarded each year, with around 60 percent of the recipients receiving a full-time job offer from Newmont. We also work with local schools and Native American tribes to educate and prepare students interested in applying for the scholarship.

- We worked with the University of Nevada-Reno (UNR) – one of Newmont's six strategic partner universities in the U.S. – to develop a mining-specific curriculum as part of its NevadaTeach program.

- In the town of Battle Mountain, Nevada, we held a mining education and career fair, which provided an opportunity for targeted outreach and transparent engagement with members of the Battle Mountain Band of the Western Shoshone.

In South America:

- In Peru, our Yanacocha operation implemented a local content program for the construction phase of the Quecher Main project in which around 78 percent of the available contracting opportunities were given to local community members. This program was highlighted during an ICMM roundtable on economic opportunities that was hosted by Yanacocha.

- At our Merian operation in Suriname, where our local employment approach includes a focus on skills development, 31 Pamaka employees were promoted to a higher job grade and 10 employees moved from unskilled to skilled positions during the year.

Local procurement and capacity building

2018 SPENDING ON LOCAL SUPPLIERS BY REGION*
($ MILLION)

Region	Total spend	Local procurement spend*	Local spend as % of total spend	National spend	National spend as % of total spend
Africa	$675.3	$21.6	3%	$501.9	74%
Australia#	$1,185.5	$357.7	30%	$664.1	56%
North America	$1,679.3	$439.1	26%	$1,071.2	64%
South America**	$845.0	$284.6	34%	$447.0	53%
Total	**$4,385.1**	**$1,103.0**	**25%**	**$2,684.2**	**61%**

The table above is comprised of operating costs (as described on pg 69) and capital spend and sales tax (included in payments to governments) on an accrued basis, as presented in the Economic Value Distributed table on pg 69, adjusted to be presented on a cash basis and excluding the corporate office and KCGM.

* 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. Local procurement spend excludes the corporate office.

\# The KCGM joint venture operation is not included in our Australia region's local procurement spend due to data collection system and classification differences.

** Suriname national spend is included in 2018 figures for the South America region.

Globally, we set an annual total local spend goal of $821 million, which we exceeded by $282 million. Our North America and Australia regions both exceeded their targets largely as a result of continuing to refine the definitions and classification of local suppliers.

Our annual local procurement spend can be impacted by an increase or decrease in activities, such as exploration and project development, as well as mine life and metal prices. For 2019, our local procurement target for all sites is $1 billion and reflects work in each region to understand and identify opportunities within the context of the 2019 regional business plans.

2019 LOCAL PROCUREMENT TARGET BY REGION

Region	
Africa[1]	$22 million
Australia[2]	$273 million
North America[3]	$385 million
South America[4]	$320 million

During the year, we worked with local suppliers to ensure impacts were fully understood and feedback was incorporated into the implementation of our **Supplier Risk Management program** – which we launched in 2018 – and provided support, as needed, to identify risks and develop action plans.

Among the notable local supplier programs and activities in our regions:

In Africa:

- At our Ahafo operation, we contracted with NAAMOCO Enterprise Limited – a local business based in the mining lease area. Along with providing scrap metal recycling services to the mine, NAAMOCO exemplifies how suppliers apply responsible business practices, including a strong safety culture, to their business.

- The region is assessing local procurement opportunities for potential growth projects, such as the Ahafo Mill Expansion and Ahafo North projects.

In Australia:

- As part of the region's Reconciliation Action Plan, we developed an Aboriginal and Torres Strait Islander procurement strategy. Details about the plan and strategy are discussed in the **featured case study**.

In North America:

- Included in our North America Indigenous Peoples Strategic Framework that was developed in 2018 is a specific strategy for the Great Basin area. One of the strategy's activities is to collaborate with tribal organizations to understand socio-economic interests and identify procurement opportunities.

- At our CC&V operation in Colorado, we contracted with a local company – Savage Services – to truck concentrate from the operation to the rail yard for shipment to Nevada for processing.

In South America:

- Yanacocha's local content program for the Quecher Main project included a commitment to local sourcing. More than 80 percent of the equipment providers were local and more than 70 percent of the services were provided by local businesses.

- At the Merian operation in Suriname, we focused on building capacity with prospective local suppliers, conducting awareness sessions on how to do business with Newmont. We also conducted electrical and welding vocational training and promoted local procurement and local entrepreneurship with the support of the local Chamber of Commerce and private sector organizations.

To contribute toward the UN Sustainable Development Goal to promote decent work and economic growth (SDG-8), we developed an outcome-based objective to measure non-Newmont and non-artisanal and small-scale mining (ASM) jobs created. In 2019, we will complete a baseline against the objective and begin data collection, with our reporting on the objective to begin with our 2020 performance.

Value Sharing Case Study

Expanding Opportunities for Aboriginal People Through Reconciliation

In 2006, the NGO Reconciliation Australia launched the Reconciliation Action Plan (RAP) program – a framework for organizations to support reconciliation between Aboriginal and Torres Strait Islander people and other Australians. Since then, more than 1,000 businesses, government, and nonprofit organizations across the country have formally committed to the RAP program and its goal of turning good intentions into positive actions that eliminate prejudice, build trust and develop greater pride in Aboriginal and Torres Strait Islander cultures.

In 2018, Reconciliation Australia endorsed Newmont's inaugural Innovate RAP, which provides Newmont with the key steps to establish its own unique approach to reconciliation within the Company's sphere of influence.

While we have a rich history of positive engagement with Aboriginal and Torres Strait Islander communities at our operations in Western Australia and the Tanami region in the Northern Territory, and at legacy and exploration sites across several states, our RAP formalizes our extensive commitments in a verified and accountable way. Through our RAP, we capture and communicate our existing work, and identify new actions to strengthen relationships, grow opportunities and enhance respect with Aboriginal and Torres Strait Islander peoples.

Our **publicly available RAP** includes 15 commitments, and details the actions, deliverables, responsibilities and timeframe for addressing each commitment over the next two years.

These include improving and increasing Aboriginal and Torres Strait Islander employment outcomes and supplier diversity within our organization. Actions in 2018 to address this commitment include the development of an employment and retention strategy as well as a procurement strategy. Existing efforts and programs helped inform these strategies.

One such program is the Granites-Kurra 10-year plan. Newmont and the Central Land Council – which represents the Warlpiri people (Yapa – collaborated on this long-range plan to collectively strengthen the Yapa's governance, education and employment opportunities. The plan also details how Newmont and the Yapa will interact and work together to achieve the plan's objectives. Since finalizing the plan in 2016, we have developed training and employment pathways and supported a new vocational training center in Yuendumu, the closest aboriginal community to our Tanami mine.

Our Reconciliation Action Plan includes 15 commitments, and details the actions, deliverables, responsibilities and timeframe for addressing each commitment over the next two years.

Other actions in 2018 in support of our RAP commitments included:

- Understanding the available career opportunities and pathways, and engaging with Aboriginal and Torres Strait Islander staff to share this information and identify further opportunities;

- Reviewing recruiting procedures and policies to ensure there are no barriers;

- Increasing awareness of job opportunities through advertisements and in Aboriginal and Torres Strait Islander media; and

- Increasing the number and value of commercial relationships with Aboriginal and Torres Strait Islander owned businesses for each site and office.

In 2019, we will engage relevant stakeholders and experts to review our strategies. Specific activities include updating our procurement processes to prioritize the procurement of goods and services from Aboriginal and Torres Strait Islander businesses, and increasing awareness throughout the organization of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.
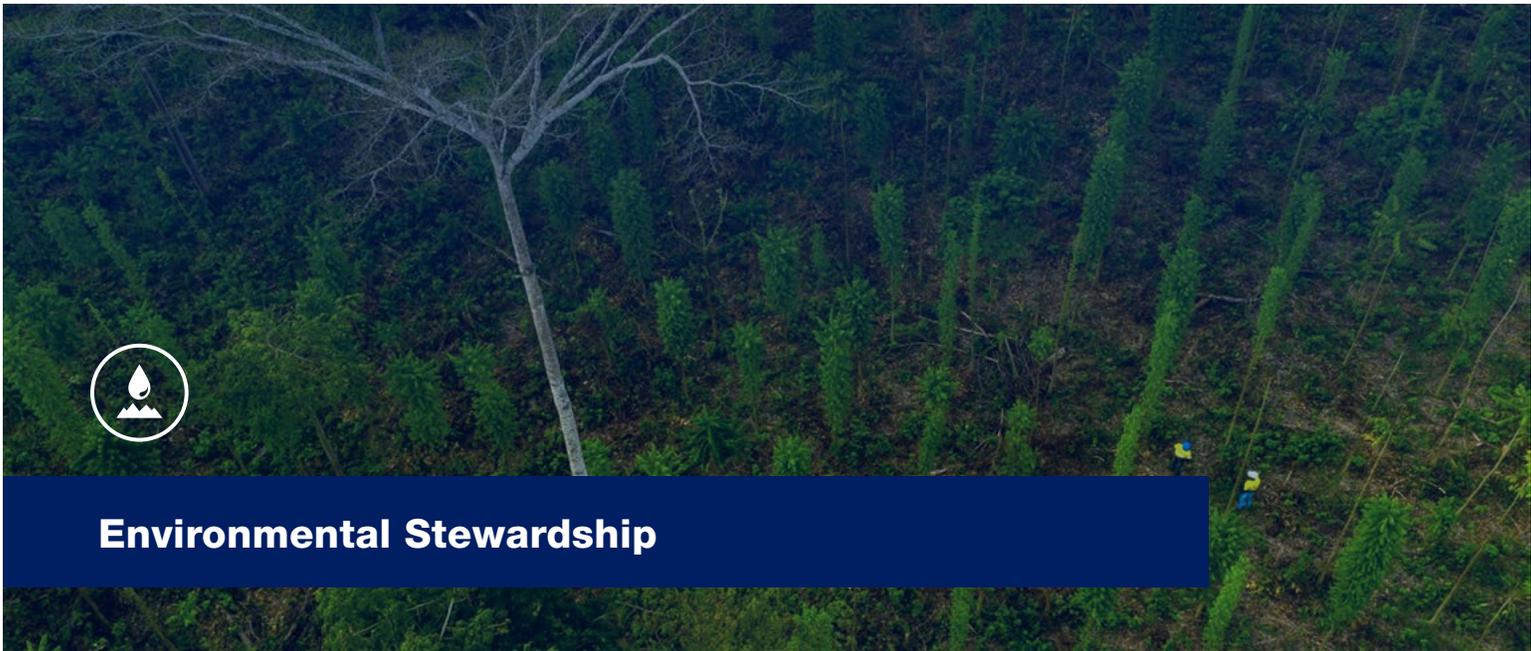
Environmental Stewardship

All sites **met requirements** that strengthen governance related to **managing risks** at tailings storage facilities

Reduced water consumption by **6 percent** since 2016

Lowered greenhouse gas **emissions** intensity by **11.7 percent** since 2013

Our Approach to Environmental Stewardship

Newmont's operations span four continents in ecosystems ranging from the Andes in Peru to tropical forests in Ghana and Suriname and the deserts of North America and Australia.

We are committed to managing potential impacts on water, land, climate, air quality and biodiversity, protecting diverse environments, and engaging stakeholders on effective solutions to the unique challenges of each jurisdiction.

Our **Sustainability and Stakeholder Engagement Policy** addresses the key environmental risks our business faces and the commitments in these areas. This includes a commitment to avoid, minimize, mitigate and/or remediate our impacts on the environment, and to maintain overall ecosystem health and resiliency in the areas where we operate.

Our global strategies on water, energy and climate, and closure and reclamation strengthen our governance, reduce our risks and liabilities, and support our overall goal of continuously improving our performance.

Approach

Biological diversity – or biodiversity – sustains and stabilizes ecosystems, while declines in biodiversity threaten the environment, livelihoods and societies. Mining's impact on natural habitats and ecosystems, expanding regulations, and growing stakeholder expectations require that we take a proactive approach to managing our biodiversity risks. Through partnerships with governments, NGOs, academia and communities, we aim to build long-term biodiversity management strategies that deliver sustainable conservation outcomes.

Our Biodiversity Management Standard aims to meet these more stringent requirements and achieve our stated goal of no net loss of key biodiversity values (KBVs) in our areas of influence. As a member of the International Council on Mining and Metals (ICMM), we also commit to the organization's **Mining and Protected Areas** position statement in which we agree to respect legally designated protected areas and to not explore or mine in world heritage sites.

Our standard sets the minimum requirements for each stage in the mine lifecycle:

- **Exploration** – Develop a high-level understanding of KBVs via desktop assessments, input from experts, and on-the-ground assessments using recognized biodiversity datasets, such as the **Integrated Biodiversity Assessment Tool (iBAT)**, before any ground-disturbing activities to ensure no net loss of KBVs

- **Greenfield projects and expansions** – Ensure no net loss of KBVs during project development by providing a detailed understanding of these values, potential impacts and mitigation actions for project design, including early implementation of offset or conservation bank projects

- **Operational sites** – Achieve no additional loss of KBVs by mine closure through assessment of biodiversity values and risks and implementing mitigations against the potential for additional loss, and complete assessments at all operations to evaluate biodiversity risks and opportunities

- **Closure and legacy sites** – 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 by assessing performance and, if required, additional measures

All operating sites must conduct biodiversity and ecosystem impact assessments to determine potential impacts. If a site identifies any KBVs, it must develop a biodiversity action plan (BAP) that satisfies the Mitigation Hierarchy, which is a widely accepted approach for biodiversity conservation. Currently, five sites – Akyem (Ghana), Boddington (Australia), Long Canyon (Nevada), Yanacocha (Peru) and Merian (Suriname) – have KBVs specific to the area.

MITIGATION HIERARCHY
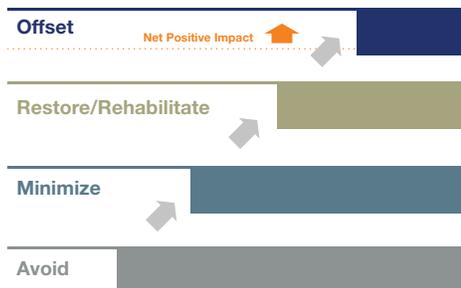
- **Avoid** impacts by locating facilities and access routes away from natural and critical habitats;

- **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.

NEWMONT'S OPERATIONS IN RELATION TO KEY BIODIVERSITY AREAS

Operation and size of site (square kilometers)	Position relative to key biodiversity area (KBA)	Ecological sensitivity	Mitigation plan	Partners/collaborators
Yanacocha in Peru (37 km²)	Contains portions of Rio Cajamarca IBA	The tropical Andes are considered a biodiversity hotspot by Conservation International, and a limited portion of the operation is located within rainforest habitat. Habitat for *Pristimantis simonsii* (Paramo Andes frog) (critically endangered)	Implemented a rescue and relocation program for the Paramo Andes frog. Under the program, individual frogs are collected, quarantined, treated and then released into proper locations. Discussing an offset for restoring land that will satisfy the habitats of the frogs along with a local education program on the burning of vegetation that impacts the frog's habitat in neighboring communities	Cayetano Heredia University The National Agrarian University
Boddington in Western Australia (92 km²)	Contains portions of Birdlife International "Endemic Bird Area of Southwest Australia"	Woodland and shrubland habitat for black cockatoo; *Calyptorhynchus latirostris* (endangered), *Calyptorhynchus baudinii* (endangered) and *Bettongia penicillata* (critically endangered)	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	Murdoch University
Akyem in Ghana (20 km²)	Contains portions of Ajenjua Bepo Forest Reserve (not KBA but habitat for species)	Forest reserve for IUCN red-listed tree species *C. boxiana* (endangered) and *Necrosyrtes monachus* (critically endangered)	Partnering with Conservation Alliance and Forestry Research Institute of Ghana to implement critical species management program (CSMP) for *Cola boxiana* and other nationally important species. Established nurseries to raise seedlings to plant at various locations within the mine area	Conservation Alliance Forestry Research Institute of Ghana
Merian in Suriname (14 km²)	Contains portions of upland and lowland ever-humid forest	Rainforest habitat for IUCN red-listed tree species *Virola surinamensis* (baboonwood) (endangered) and *Vouacapoua americana* (bruinhart) (critically endangered)	Implemented an internal process for vegetation disturbance to avoid and minimize unnecessary impacts to natural habitats and the two tree species. Supporting conservation and creating an offset to compensate for biodiversity impacts; began developing plans for the reforestation of land impacted by artisanal small-scale mining (ASM) within Merian's right of exploitation (RoE)	Collaboration with global biodiversity experts and working on a partnership with University of Suriname
Nevada mining and rangeland operations (size of site varies)*	Contains portions of sagebrush habitat	Upland and riparian habitat for greater sage-grouse (not a listed species) and other sagebrush obligate species such as mule deer (least concern) and cutthroat trout (threatened)	Continuation of the successful Sagebrush Ecosystem Conservation Program – a landscape-level, multi-species conservation effort – that includes planning, monitoring, 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 and offset mineral exploration and mine-related impacts. Implemented a fire rehabilitation program – which includes pre-emergent herbicide applications, seeding and partnerships with local agencies – for rangelands affected by the 2017 wildfire season	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 • Brigham Young University • The Nature Conservancy • Trout Unlimited

* 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 182,000 hectares of private land and 445,000 hectares of grazing allotments on public lands in Nevada.

Performance measurement

Partnerships with universities and research organizations – as well as NGOs, governments, communities and other businesses – are key to improving our biodiversity performance and aligning with the UN Sustainable Development Goal to strengthen global partnerships (SDG-17).

One of our newest partnerships is with the International Union for Conservation of Nature (IUCN) – the world's largest environmental network comprising more than 1,300 governmental and non-governmental organizations. In 2019, we will continue to apply IUCN's protocol for independent verification of biodiversity gains, and we will work with an external organization to develop meaningful metrics that measure our progress.

We also are active members of ICMM's Biodiversity Steering Committee and the **Cross-Sector Biodiversity Initiative (CSBI)**, which is a unique collaboration among the mining, oil and gas, and banking sectors to develop and share best practice in biodiversity and ecosystem services.

Performance

As the first milestone of the partnership with IUCN, we conducted a biodiversity review of our Sagebrush Ecosystem Conservation Program and Long Canyon biodiversity projects in Nevada. The review, which is highlighted in the **featured case study**, received *Mining Magazine's* 2018 award in Environmental Excellence. In 2019, IUCN will conduct a review of Boddington's biodiversity restoration of the Jarrah forest and offset and apply the **IUCN Review Protocol for Biodiversity Net Gain**, a step-by-step guide to measure progress on achieving better biodiversity outcomes.

To apply a systematic approach for comparing biodiversity risk, in 2019 we will work with international biodiversity experts to develop a biodiversity indicator methodology that will combine a biodiversity risk assessment tool output with a site-level framework to provide a pressure-state-response (PSR) score and indicator at the site level. The PSR is a cause-and-effect model developed by the OECD. We will pilot this methodology in combination with the IUCN net gain analysis at one of our operating sites in 2019.

We will also form a cross-functional biodiversity working group to promote best practices across our operations, integrate efforts with business planning, and support Newmont's commitments to conservation and biodiversity. Among the group's objectives:

• Providing a forum to discuss challenges, needs and opportunities;

• Creating opportunities to continuously improve our Biodiversity Management Standard and supporting guidance;

• Sharing data, lessons learned and best practices;

• Setting priorities, targets and commitments;

• Evaluating relevance and risk of ecosystem services in light of our standard and commitments;

• Developing strategies to raise awareness of Newmont's approach to biodiversity and conservation to all employees; and

• Sharing external engagement opportunities with IUCN, CSBI and ICMM on biodiversity issues, meetings and webinars.

Through our active membership in ICMM and CSBI, we provided input on IUCN's comprehensive **Guidelines on Business and KBAs** report, which establishes a set of standardized quantitative criteria and a common framework for identifying sites that contribute significantly to the global persistence of biodiversity.

At our sites that impact KBVs, notable activities that contribute toward our commitment of no net loss include:

At Akyem in Ghana:

• We collaborated with the Forestry Commission (FC) on a draft memorandum of understanding (MOU) for a biodiversity offset program at the Atewa Extension Forest Reserve. This program aims to mitigate impacts to KBVs created by the mine's operations in the Ajenjua Bepo Forest Reserve. Under the MOU, the FC will allocate 2,640 hectares in the reserve. In 2019, we will engage with an external expert to develop a biodiversity offset management plan. Once the plan is approved and finalized by the FC, we will conduct a pre-feasibility study to confirm the site's suitability for the program.

• We began the maintenance phase for the mine reforestation program, in which we replaced by threefold the 101 hectares of the Ajenjua Bepo Forest Reserve impacted by the operation. We have planted 317 hectares of 30 tree species, including two exotic species, in the Kweikaru Forest Reserve to enhance the biodiversity of the Birim North District.

At Boddington in Australia:

• We finalized a Deed of Covenant for the conservation of land on the Hotham Farm (which is adjacent to the Boddington operation) with the Western Australian Department of Biodiversity Conservation and Attractions as part of an approved offsets program. The covenant is a voluntary, legally binding document that has provisions restricting activities that might threaten the land's conservation values.

• The operation continued to support the Murdoch University-led **Black Cockatoo Ecology Project** to protect the endangered black cockatoo population of Western Australia. This study uses tracking technology that provides insight into threats to the species. In mid-2018, an endangered black cockatoo became the 500th rehabilitated cockatoo to be released into the wild – on Newmont's Hotham Farm restoration area – as part of a collaborative research project among Newmont, South32 and Murdoch University.

In Nevada:

- Newmont and the Nevada Department of Conservation and Natural Resources signed a habitat credit contract under the Nevada Conservation Credit System and Newmont's Conservation Framework Agreement, which will be used to offset habitat impacts from the Greater Phoenix project and the Twin Creeks sage tailings expansion project. The agreement is the first contract with the state under Newmont's Sagebrush Ecosystem Conservation Program (SECP).

- Newmont and the Elko Land and Livestock Company, the wholly owned subsidiary responsible for the management of Newmont's ranches, began work with the Nevada Department of Wildlife on several wildlife studies on the IL Ranch. These studies are tied to the SECP, and include trapping and collaring both elk and Greater Sage-grouse to better understand wildlife-use patterns and disease across the Owyhee Desert and the Tuscarora Range.

- The Bureau of Land Management (BLM) selected Newmont's Horseshoe Ranch as one of 11 demonstration projects, across six states in the U.S., for its outcome-based grazing authorizations initiative. Outcome-based grazing emphasizes conservation performance, ecological, economic and social outcomes and cooperative land management. The projects will help the BLM enhance its guidance and best management practices.

- We conducted a workshop to discuss strategies for achieving no net loss of KBVs at the Long Canyon Phase 2 project. The group identified plans to manage any potential threat to, and to maintain the viability of, the relict dace and spring snail populations. Action items developed during the workshop were shared with members of the joint Technical Working Group – which includes representatives from Newmont, the BLM, Nevada Department of Wildlife (NDOW), and U.S. Fish and Wildlife Service (FWS) – that is developing the Johnson Springs Wetland Complex and relict dace conservation plan.

- IUCN's review of our biodiversity projects in Nevada included a number of recommended next steps, which we detail in the **featured case study**.

At Yanacocha in Peru:

- At the Quecher Main project, we conducted biannual monitoring of the survival rate of the Paramo Andes frogs that were rescued and relocated. In support of our no net loss/net positive impact biodiversity commitment, we also commenced work on an offset by identifying the frog's habitat preferences. In 2019, this work will be incorporated into the site's concurrent reclamation scope. We will also commence a community education program to raise awareness about the impact vegetation burning has on the frog's habitat.

At Merian in Suriname:

- We progressed the biodiversity offset program by shaping and contouring artisanal and small-scale mining-impacted lands and planting test areas. The trial assessed the effectiveness of several revegetation methods to determine the best one for the site. An international biodiversity specialist visited the site to evaluate progress and participate in meetings with the University of Suriname – a partner for the monitoring program. In 2019, we will conduct another biodiversity offset trial in a topographically different part of the mine site to test additional variables. Construction of an on-site plant nursery to germinate and grow locally collected seeds and seedlings will take place in 2019.

Biodiversity Case Study

Sharing Lessons Learned on No Net Loss Approach to Biodiversity

The first milestone under Newmont's newly formed partnership with the International Union for Conservation of Nature (IUCN) was an independent review of our Sagebrush Ecosystem Conservation Program (SECP) in Nevada. In mid-2018, an IUCN team visited Nevada to observe the SECP, site impacts, and related restoration and offset activities and to provide recommendations for achieving our stated goal of no net loss of key biodiversity values (KBVs), and net gains where possible.

During the review, the team visited sites, including two of Newmont's ranch properties within the sagebrush ecosystem, reviewed numerous documents, and interviewed those at Newmont responsible for implementing biodiversity practices on the ground.

Among the IUCN's top recommendations:

- Clarify Newmont's conservation management framework by incorporating the SECP's Conservation Framework Agreement – which Newmont, the State of Nevada and the U.S. Department of the Interior established in 2016 to govern the management of sagebrush habitat on Company-owned land in Nevada – into Newmont's Biodiversity Management Standard;

- Strengthen the relationship between Elko Land and Livestock Company (ELLCo) (the Newmont subsidiary that owns and operates more than 1.6 million acres of rangeland) and Newmont's mining operations to increase awareness about the important role ELLCo plays in supporting Newmont's environmental and social commitments; and

- Continue ELLCo's testing of its rangeland management approach – including planned and prescribed cattle grazing, rangeland seeding and other efforts to manage cheatgrass and promote deep-rooted perennial species – and develop a stronger comparative framework that contrasts the effectiveness of ELLCo's approach with less effective models (including those on publicly managed land) that are impeding landscape-scale solutions.

The IUCN noted that the successful restoration of the Maggie Creek Basin and Lahontan cutthroat habitat demonstrates our ability to restore wetlands.

The team also reviewed issues around water management and conservation efforts related to the relict dace – a small, minnow-like fish that inhabits the Johnson Springs Wetland Complex adjacent to our Long Canyon mine. The IUCN's recommendations included establishing a redundant population of relict dace in aquariums or a hatchery as a backup to the wild populations. The team noted that the successful restoration of the Maggie Creek Basin and Lahontan cutthroat habitat demonstrates Newmont's ability to restore wetlands, and these best practices could be applied to the conservation of the relict dace.

Newmont is working to incorporate the IUCN's recommendations into the ongoing management of Newmont's operations and properties not just in Nevada, but also at all our operations. To more broadly share lessons learned in the practical application of the mitigation hierarchy and contribute to a growing body of research in this important conservation area, the review was published, and the IUCN and Newmont will also share key learnings of the review at the 2019 International Association for Impact Assessment (IAIA) annual conference.

Approach

Closure and reclamation of a mining property is a multifaceted process with risks that are equally complex. Growing regulatory requirements and community expectations, as well as increased unit expenses, are also driving the costs associated with closure activities and liabilities higher.

Effectively managing our closure risks from the first through the last phase of the mine lifecycle, and successfully closing and reclaiming mines, are crucial for gaining stakeholder trust and improving our access to land for future mine sites.

Our approach to providing long-term environmental stability and a positive legacy for future generations is detailed in our Closure and Reclamation Management Standard as well as other environmental standards.

The purpose of our global closure and reclamation strategy is to integrate mine lifecycle planning, reduce closure risks and liabilities, and create value for the business and stakeholders.

The strategy's five pillars – operational excellence, value creation, innovation/research and development, external engagement and governance – seek to achieve the following outcomes:

- *Efficient and effective closure planning and execution* – reduces closure costs while providing more effective direction for closure practitioners and site management;

- *Closure liabilities transformed into benefits* – recognizing and developing post-mining opportunities reduces financial burdens while demonstrating Newmont's commitment to stewardship and sustainability;

- *Competitive advantage through innovations* – developing or becoming an early adopter of innovative and transformative technologies – particularly those based on existing research – provides a competitive advantage;

- *Improved social acceptance* – mitigating risks and liabilities through responsible closure while enhancing reputation improves Newmont's ability to secure new permits and access; and

- *Closure culture embedded throughout the organization* – developing a culture where future closure costs, impacts and benefits are considered early in the mine lifecycle.

The strategy's governance structure applies a balanced, multidisciplinary approach to closure planning as well as senior executive involvement and oversight of closure plans and costs. A steering committee, composed of members of the executive leadership team, reviews performance and progress toward targets every quarter. A cross-functional closure working group (CWG) ensures compliance with applicable standards and performs the annual site closure reviews, and the multidisciplinary regional Closure and Reclamation Technical Teams (CRTT) plan and implement closure activities at the site level. The CWG and CRTTs participate in annual global workshops that raise awareness, recognize areas of improvement, and provide opportunities to share best practices and lessons learned. A report on our closure strategy and performance is provided to the Board of Directors' Safety and Sustainability Committee annually and as needed.

All sites must develop and maintain a closure and post-closure strategy that encompasses risk assessments, stakeholder engagement plans, and closure and reclamation plans that are integrated into the annual mine planning process. The strategies must also include concurrent reclamation plans that involve reclaiming inactive disturbed areas alongside current operations through planting vegetation, controlling erosion and planning for final land use.

Every year, we conduct in-depth technical reviews of closure plans at three to four sites. Site selection, which is based on proximity to closure, length of time since the last review and other risks, is approved by the steering committee. Members of the CWG and external experts conduct the reviews, and any findings and/or deficiencies are tracked in our Integrated Management System (IMS).

Another important element of our strategy is the ongoing management of 15 legacy sites. These include closed mine sites we acquired as a result of a larger acquisition as well as sites we once operated but have since ceased mining. We commit to safely and responsibly manage, decommission and rehabilitate these sites so they pose no threat to the environment or people and can be repurposed when possible for optimal post-mining use.

Performance measurement

To effectively manage our closure risks, we set annual targets for concurrent reclamation, which reduces the size of our impact, minimizes acid rock drainage and other environmental impacts, and reduces bonding obligations.

In addition to accruing funds for reclamation costs related to current operations, we also have environmental obligations associated with our legacy sites that require remediation plans. For more details of Newmont's closure and reclamation costs, please see pages 9, 18, 78, and 125 of our **2018 10-K report**.

Performance

Globally, we completed concurrent reclamation on 148 hectares during 2018, and achieved our public target to complete 90 percent of planned reclamation activities across the Company.

Our public target for 2019 reflects the sites' more ambitious annual concurrent reclamation plans, which are better aligned with our long-term closure plans and business objectives.

2019 CLOSURE AND RECLAMATION TARGET

Target definition	Target for sites	Target for Newmont
Percent of concurrent final reclamation activities executed against the site plan	90 percent of concurrent final reclamation annual plan achieved	90 percent of planned reclamation activities achieved across Newmont

All sites met or exceeded their target to complete planned closure and reclamation activities for 2018.

During the year, an additional 501 hectares globally were disturbed by our operations, and a total of 5,648 hectares are in various stages of reclamation.

All sites completed annual closure estimate reviews and commenced closure risk assessments. The reviews, which included a focus on concurrent reclamation, found overall improvement in cost estimates.

We continued our focus on aligning the annual business planning and closure planning cycles, strengthening governance, meeting our public reclamation target, and improving our ability to address findings from closure plan reviews.

We regularly explore opportunities to extend the mine life at all our operations. In 2018, our Lone Tree site in Nevada entered the closure phase, and – based on current metal prices and our business plan – Emigrant (Nevada) will enter closure in 2019 and Akyem (Ghana) and Long Canyon (Nevada) are within five years of their expected closure date. However, mine life extensions for all of these sites, including Lone Tree, are under review and monitored closely should closure planning, including community engagement, need to accelerate.

Updated closure strategy

Much of the focus in 2018 was on maturing our mine closure and reclamation approach through the development of a new integrated mine lifecycle closure planning strategy. The strategy reflects input from key functions, regions and sites as well as from executives on the closure steering committee and members of the cross-functional closure working group.

We began implementing the strategy in the second half of the year. Key activities supporting the new strategy include the following:

- At our annual global closure workshop, participants addressed closure planning process efficiencies and implementing the updated strategy.

- We aligned our closure cost estimating process with the broader business planning review so leaders can better integrate closure estimates into their budgets. As part of our improved governance process, we completed in-depth technical reviews of closure plans at Long Canyon (Nevada), Cripple Creek and Victor (Colorado) and Yanacocha (Peru). In 2019, we will conduct reviews at Ahafo (Ghana), Twin Creeks (Nevada) and Merian (Suriname).

- Each region completed a gap assessment against the updated strategy.

Implementing the new strategy will take place over the next three to five years. Focus areas for 2019 include maturing the regional and site CRTTs, improving efficiencies in closure planning and reporting, strengthening risk registers, developing a stage-gate advancement process with detailed milestones and requirements as a site approaches mine closure, and evaluating more meaningful closure metrics including outcome-based targets. We also will refresh our Closure and Reclamation Management Standard in 2019 to ensure the standards requirements align with the strategy.

Among the activities and highlights at our sites:

- As part of its concurrent reclamation efforts, our Akyem operation in Ghana began the maintenance phase for the 317 hectares in the Kweikaru Forest Reserve that are included in the mine's reforestation program.

- At the Woodcutters legacy mine site in Australia, we planted wetland vegetation in the borrow pit and continued work to advance our goal of handing over the land to the traditional owners.

- At the Midnite mine legacy site in Washington, we completed reclamation activities for all historic mill operation disturbances at the Dawn Uranium Mill site – a milestone demonstrating Newmont's commitment to reclamation and closure. The site will continue to work toward regulatory approval. Handover to the Department of Energy is targeted for 2021.

- At our Idarado legacy site near Telluride, Colorado, we continued more than two decades of best-in-class reclamation work on addressing impacts associated with mining activities that took place more than 100 years ago. Details on this work are discussed in the **featured case study**.

- Our team in Nevada received the Nevada Mining Association's 2018 "Excellence in Mine Reclamation" award for innovative work in reclaiming the North Area Leach project at our Carlin operation. The award recognized the operation's three-stage reclamation project that consists of nine engineered stormwater channels across 225 acres. The project, which began in 2017, is expected to be completed in 2019.

- In Suriname, our Merian operation, which entered commercial production in 2016, began seeding as part of its concurrent reclamation activities. The site also commenced work on dismantling the construction camp and reclaiming the area. Construction of the site's nursery is expected to begin in 2019.

Closure and Reclamation Case Study

Celebrating 25 Years of Reclamation and Partnership

Gold and silver mining in the Telluride and Ouray districts of Colorado has a rich history dating back to the 1800s. In 1939, Newmont consolidated a number of the area's mining claims to form the Idarado Mining Company.

When mining operations ceased at Idarado in 1978, the reclamation phase began, as did a legal battle between Newmont and the State of Colorado related to the extent of the impacts associated with past mining activities and the entities responsible for them. After more than a decade of environmental studies, legal proceedings and negotiations, in 1992 Idarado and the State of Colorado settled the lawsuit and agreed to a Remedial Action Plan (RAP), which detailed the activities Idarado would undertake to apply current day environmental standards to more than a century of mining impacts.

By 1997, Idarado had completed nearly all the requirements of the RAP. During this time, the relationship between Newmont and the State of Colorado evolved from one characterized by conflict to one of trust and working toward a shared goal to protect the environment.

Many of the RAP elements were considered innovative for the time but are now standard practice. Examples include:

- Remediating tailings piles by revegetating and creating an environment favorable to plant growth and not subject to wind or water erosion; and

- Improving water quality via the "keeping water clean" strategy through source control techniques that divert clean rainfall and snow melt around sources such as waste rock piles, tailings and underground mine workings where the water could pick up metals resulting in acidification of the water.

Since 2004, Idarado has met its zinc concentration commitment for the San Miguel River, and the tailings piles support a robust plant community that provides erosion stability. The primary challenge that remains is the acidity and high metal content – caused by both natural and historic mining sources – in Red Mountain Creek. The RAP requires Idarado to reduce zinc levels in Red Mountain Creek by 50 percent from pre-remediation levels. Since completion of the RAP activities in 1997, zinc levels are down approximately 25 percent. New passive water treatment systems are being tested in combination with other

Together with the State of Colorado, we are working toward a shared goal to protect the environment in the Telluride and Ouray districts.

methods and systems to find a sustainable means of achieving the remaining 25 percent reduction. Other actions being taken to adapt to changing site conditions and to mitigate potential risks include:

- Installing weather stations to better assess rainfall and snowpack conditions and their impact on draining flows;

- Designing a concrete bulkhead to more efficiently and effectively manage the variations in peak portal discharge flows;

- Installing continuous water monitoring stations that measure discharge flows and water quality parameters; and

- Using video and drone technologies to understand shifting meteorological, glaciological and hydrogeological conditions that may be influencing historic flow patterns.

These efforts and the supporting data are critical to mitigating risks, maintaining trust and positive relationships with stakeholders, and ensuring compliance with our commitments well into the future.

The rich history of the Idarado mine was featured in 2018 in the local Telluride and Ouray newspapers in a 10-part series, "**The Mine Next Door**" that marked 40 years since mining activities ceased.

Cyanide Management

Approach

Cyanidation – the process of using a sodium cyanide solution to separate gold from ore – is the safest and most effective and economical metallurgical technique to recover gold currently available. However, in large doses and when not safely contained, cyanide can pose serious health risks to human health and the environment. Demonstrating our ability to effectively manage the risks associated with our use of cyanide is critical to the sustainability of our business.

Our Hazardous Materials Management Standard requires sites to manage cyanide in accordance with the International Cyanide Management Code (ICMC or "the Cyanide Code"), a voluntary industry program that promotes best practices that safeguard workers, communities and the environment. In 2005, Newmont became one of the 14 initial signatories to the Cyanide Code, which focuses on the responsible management of cyanide and cyanide solutions during every stage of the mining process. The International Cyanide Management Institute (ICMI) administers the Cyanide Code, and the ICMI's Industry Advisory Group (IAG) – of which we are an active participant – serves as a forum for signatory companies to ensure technical and industry perspectives are incorporated into the Cyanide Code's implementation.

Audits and certifications

All our gold processing facilities that use cyanide must have a cyanide management plan, be certified to the Cyanide Code, and comply with the requirement 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 the Cyanide Code's requirement for new sites and facilities to achieve certification within three years. Between formal audits, sites engage internal and external auditing teams to review compliance. Newmont requires all suppliers and transporters of cyanide products to our mines to comply with the Cyanide Code.

Audit documents and details for each of our mines that use cyanide for processing can be found on the **ICMC website**.

Performance management

Through our IMS, we track cyanide-related events and rate the actual and potential consequences 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 insignificant or minor impacts, and level 3 to 5 events are those that can result in more significant impacts. When reviewing events, we focus on potential consequences and require investigation on all events with a potential consequence level of 3 or higher. All events are continuously tracked, and significant events are reviewed and discussed on a quarterly basis during a CEO-led call with executive, regional and functional leaders, and publicly disclosed in this report.

When we are out of compliance or when a significant event occurs, we commit to transparently disclose and fully mitigate any impacts.

We engage with industry organizations such as the International Council on Mining and Metals (ICMM), Euromines and the Cyanide Council – an organization of cyanide manufacturers – to maintain high standards and effectively manage the social, political and regulatory risks related to cyanide's use in gold mining.

Performance

In 2018, Newmont operations used 59.1 thousand tonnes of sodium cyanide. Quantities vary each year due to mineral variations in our ore bodies as well as processing variables.

All our sites that use cyanide are certified with the Cyanide Code. In 2018, Long Canyon in Nevada and Merian in Suriname received their initial certification, and seven sites – Ahafo and Akyem in Ghana, Boddington and KCGM in Australia, Carlin and Phoenix in Nevada and Yanacocha in Peru – went through the recertification process and are now in full compliance with the Cyanide Code. We will conduct a recertification audit at Tanami in Australia in 2019.

In 2018, we experienced two cyanide-related events at a level 3 or higher that both occurred at the Carlin operation in Nevada:

- An estimated 13.5 pounds of cyanide were released when a pregnant process solution flowed from the solution ponds to stormwater ponds and out of containment to the adjacent landscape.

- A tailings pipeline, buried unprotected under a light vehicle road crossing, ruptured and released an estimated 26,300 gallons of low concentration slurry. Most of the slurry was contained, but approximately 9.2 pounds of cyanide and 25 pounds of sodium cyanide were released outside of containment onto the road.

SODIUM CYANIDE USE
(THOUSAND TONNES)

Sodium cyanide (NaCN)

During the events, 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.
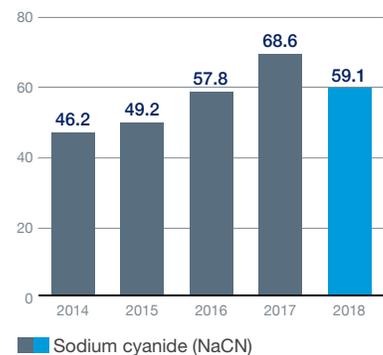
Activities in 2018 to improve the effectiveness of our cyanide management approach included the following:

- A Newmont representative was elected to chair the International Cyanide Management Institute's (ICMI) Industry Advisory Group (IAG), which serves as a forum for signatories to improve the validity and strength of the Cyanide Code and communicate these efforts. In 2018, the IAG formed a working group to examine how a critical controls management approach might prevent worker fatalities in cyanide-related operations. This work is discussed in the **featured case study**.

- The ICMI finalized revisions to the Cyanide Code to include the use of dyes in all sodium cyanide reagents to aid in leak detection. Newmont is committed to operating in full compliance with the new requirements, which will go into effect in 2019.

- We reviewed and updated our consequence severity scale to provide greater consistency across our operations in evaluating potential and actual environmental events, assessing trends and supporting discussions on lessons learned.

Cyanide Management Case Study
Protecting Workers from Exposures to Cyanide

When the International Cyanide Management Code (the Cyanide Code) was implemented in 2005, the International Cyanide Management Institute (ICMI) was formed to administer the Cyanide Code through a multi-stakeholder Board of Directors. The ICMI's Industry Advisory Group (IAG) was established to provide a forum for participating signatory gold companies and cyanide producers to advance the education, communication and discussion about the Cyanide Code. In 2018, Scott Miller, Newmont's Group Executive of Environment, was elected Chair of the IAG.

An important body of work the IAG embarked on in 2018 was examining how a **critical control risk management** approach can be applied to protecting workers who transport cyanide or work at operations that use cyanide.

Cyanide in any form can be hazardous to human health and the environment. When cyanide is delivered to a mine site that uses a cyanide solution in the processing phase, it is in a higher concentration, and in this form, it is even more dangerous.

An IAG working group, composed of representatives from eight signatory gold mining companies and cyanide producers, held a workshop at Newmont's office where they conducted a bow-tie risk analysis and identified the top six critical controls to prevent a catastrophic reagent-grade cyanide spill.

A set of verifications for each critical control – which include the questions one must ask – was developed to ensure the control is in place and effective.

We hosted a workshop where representatives from eight signatory gold mining companies and cyanide producers came together to identify critical, preventative controls.

Following the workshop, we piloted the critical controls at our Yanacocha operation in Peru, and another working group participant conducted a similar pilot. The pilot tested the applicability, ease of use and verification process. Findings from the pilot were shared with the IAG, including the recommendation to add a critical control on non-destructive testing and improvements to the verification process.

In 2019, we plan to implement the critical controls at all our sites. To share the learnings more broadly, once all pilots are completed, the ICMI will publish the critical controls study, and the IAG and ICMI will work together to determine if there should be any changes to the Cyanide Code.

The IAG will also begin looking at opportunities to apply the critical control risk management approach to other catastrophic risks, such as spills and/or leaks that occur offsite.

Energy and Climate Change

Approach

Continuing to improve the efficiency of our operations, reduce energy use and associated costs, and lower our greenhouse gas (GHG) emissions are top sustainability priorities for the business. Extreme weather events, which impacted a number of Newmont's operations in recent years, are a growing risk and demonstrate the need to assess and build resiliency to a changing climate.

Through our global energy and climate strategy – which supports the International Council on Mining and Metals' (ICMM) **position statement on climate change** – we work to fulfill our commitments. The five pillars of our strategy are:

- **Supply** – Secure stable, reliable, consistent quality and cost-effective electric power and fuel supplies to power Newmont's operations

- **Cost efficiency** – Achieve sustainable cost and efficiency improvements

- **Collaboration** – Collaborate internally and engage externally on energy policies and regulations, energy supplies, challenges and opportunities

- **Carbon reduction** – Reduce Newmont's carbon footprint through renewable energy, energy efficiency strategies and carbon offsetting

- **Adaptation** – Adapt Newmont's operations and assist local communities to mitigate predictable physical impacts tied to climate change

Our near-term focus is on progressing three key components of the strategy, namely:

- **Develop a long-term emission reduction approach** – We continue to build our understanding of factors – such as new assets, operating efficiency programs and innovative technologies – to assess GHG reductions that are science-based. We pursue opportunities and technologies that improve efficiencies, reduce energy and emissions, and result in measurable cost savings through supply chain engagement, asset management and our Full Potential program – a global approach focused on continuous business improvement.

- **Develop climate adaptation guidance and plans** – Several of our regions have experienced extreme weather events related to changing climates, and we must adapt to address impacts to our business, including the potential to affect operations, supply chain, health and availability of our workforce, and supply of water and power. We recognize that further work is required to characterize our current risks and develop specific regional climate plans.

- **Apply an internal "shadow" cost of carbon** – To manage the financial impacts of an investment's carbon footprint, we use a shadow cost of carbon – a calculation that acknowledges GHG emissions as a key business factor. This internal pricing mechanism improves our ability to quantify future carbon pricing-related risks associated with the energy and equipment investment decisions we make today. The shadow cost of carbon is included for any investment, contract, merger or acquisition that has a carbon footprint greater than 25,000 tonnes per year of carbon dioxide equivalent (CO_2e). The cost – assessed at \$50/tonne CO_2e – is included in the pre-feasibility stage and carried through until full funding.

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.

Performance measurement

Because our total energy consumption and GHG emissions can vary due to factors such as new mines and divested assets, we report both our total emissions and our energy intensity and GHG emissions intensity. We calculate our GHG emissions using the **GHG Protocol Corporate Accounting and Reporting Standard** and have set a public target to reduce our GHG emissions intensity by 16.5 percent by 2020, measured from our 2013 base year. The 2013 base year and target do not include divested operations and were calculated to reflect our current asset portfolio.

In addition to the disclosures in this report, we measure and annually report our global GHG emissions data to the **CDP**.

We actively participate in programs to address climate risks, challenges and opportunities in the mining industry as a member of ICMM and through industry groups and initiatives, such as the Coalition for Energy Efficient Comminution (CEEC), a nonprofit that supports knowledge sharing in improving the energy efficiency of the mining industry. Newmont is also an industry partner in the Colorado Cleantech Industries Association's Mining Cleantech Challenge, an annual product innovation showcase and competition that connects providers who have, or are developing, clean technology solutions with the mining industry.

Performance

As of the end of 2018, we have reduced our GHG emissions intensity by 11.7 percent compared to our 2013 baseline, which is approximately 70 percent of our public target to reduce GHG emissions intensity by 16.5 percent (compared to 2013) by 2020. Completion of the Tanami Power project in Australia is expected to reduce our GHG emissions intensity over the next two years. We also continue to evaluate fuel switching (from coal to natural gas) at our TS Power Plant in Nevada.

TOTAL GHG EMISSIONS AND GHG INTENSITY (SCOPE 1 and 2)
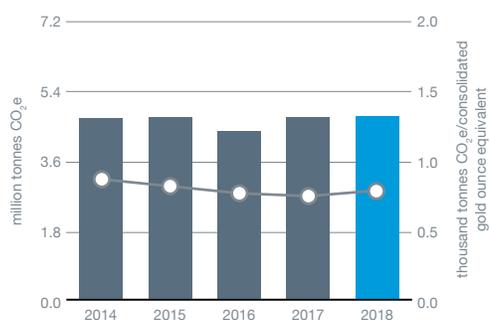
	2014	2015	2016	2017	**2018**
■ Total GHG emissions	4.66	4.68	4.31	4.69	**4.69**
○ GHG intensity	0.86	0.81	0.76	0.74	**0.78**

TOTAL ENERGY CONSUMPTION (DIRECT AND INDIRECT)
(MILLION GJ)
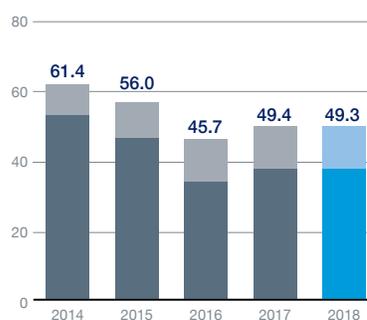
	2014	2015	2016	2017	**2018**
■ Direct energy	52.4	46.0	33.5	37.2	**37.2**
■ Indirect energy	9.0	10.0	12.2	12.2	**12.1**

Total GHG emissions remained flat (an increase of less than 1 percent) from the prior year. Our Scope 3 GHG emissions (i.e., indirect emissions not included in Scope 2 that occur in our value chain) are calculated using the Greenhouse Gas Protocol Scope 3 Evaluator tool and are disclosed in our annual CDP Climate response.

In 2018, our GHG intensity increased by 5 percent to 0.78 tonnes of carbon dioxide per consolidated gold equivalent ounce produced, due to an increase in power production from our TS Power Plant along with a decrease in metals production due to pit slides in Nevada and Australia.

Similar to our GHG emissions, total combined direct and indirect energy consumption was flat compared to the previous year.

During the year, we evaluated reporting against the disclosures the Task Force on Climate-related Financial Disclosures (TCFD) published in 2017 by the Financial Stability Board. These voluntary recommended disclosures – which provide investors, regulators, policy makers and other stakeholders information useful to decision making – are discussed in the **featured case study**. By the end of 2019, Newmont will report to the TCFD recommendations.

Activities to support our global energy and climate strategy and new reporting commitments include the following:

- **Started Tanami Power project:** We began construction on the Tanami Power project in Australia, which includes a 450-kilometer natural gas pipeline and two power stations. The project provides a consolidated energy solution via reliable, gas-fueled power generation. Switching from diesel fuel to natural gas is expected to reduce both annual energy costs and carbon emissions by approximately 20 percent once operational in 2019. The project reflects input from the traditional owners of the land on which the project resides.

- **Installed new solar plant:** At our Akyem mine in Ghana, we installed a 120-kilowatt (kW) solar plant that will power the camp and mess hall during daylight hours. It has a 25-year asset life and is re-deployable, so it can be disassembled and moved to another location at closure. Initial data show measurable cost, environmental and social benefits. Over five months, the plant produced more than 75,000 kWh of solar energy, resulting in a reduction of more than 32,000 kg of CO_2. The plan is expected to produce energy at half the cost of grid power. We are also negotiating with Ghana's Volta River Authority on a purchase power agreement for 8 megawatts of solar power. In Nevada, our Phoenix mine installed solar arrays that will generate a total of 10 kW of power for two wireless communications sites. Additional solar projects are under evaluation at Tanami and the Merian mine in Suriname.

- **Advanced carbon offset projects:** Our forestation projects in Australia and Peru create natural carbon sinks that capture and store atmospheric carbon dioxide. Our newest forestry project – the Saddleback Plantation in Australia – was approved and registered under Australia's Emissions Reduction Fund. Over the next four years, around 260,000 pine stems will be planted on uncultivated land, and we are considering expanding the project to include additional acres. Newmont has two other carbon sequestration projects in Australia, and all three projects are managed by CO2 Australia on Newmont's behalf. During the year, the Australian projects sequestered an estimated 7,229 metric tonnes of carbon dioxide (equal to 7,220 Australian Carbon Credit Units), bringing the total amount sequestered since 2012, when Newmont joined the program, to 40,823 metric tonnes. Our Yanacocha operation in Peru has managed forest areas on Yanacocha lands. We continued to survey these lands – which include around 745 hectares that have sequestered an estimated 30,068 tonnes of carbon since operations commenced – and evaluate opportunities to register them as carbon offset credits.

- **Initiated work on climate resiliency strategies:** During the year, we began working with the U.S. National Center for Atmospheric Research (NCAR), and our Global Energy and Climate Team held a workshop with NCAR experts to identify near- and long-term climate-related risks by site and develop resiliency strategies. Our partnership includes access to NCAR's online interactive tool, which allows us to select different scenarios specific to regions and/or sites and generate various climate projections.

- **Partnered on energy efficiency improvements:** We entered into a partnership agreement with the Coalition for Energy Efficient Comminution (CEEC), which supports efforts to improve energy efficiency in mining operations. Under the agreement, Newmont will continue to share knowledge – such as the report on "Grinding Circuit Practices at Newmont" that documents practical approaches to improve the energy efficiency – and participate in CEEC's global workshops on sustainable minerals processing methods.

- **Improved CDP score:** Our assessment grade in the 2018 CDP Climate Change report improved to an "A-," up from a "B" in 2017. The score represents a solid management approach and places Newmont in CDP's "Leadership" category and above average as benchmarked against more than 6,900 other companies that responded to CDP's 2018 climate questionnaire.

Energy and Climate Change Case Study
Preparing for New Era of Climate-Related Disclosures

The Financial Stability Board (FSB) is an international body that monitors and assesses vulnerabilities affecting the global financial system. Recognizing the significant risk climate change poses to financial markets, in 2015 the FSB created the Task Force on Climate-related Financial Disclosures (TCFD). In 2017 the TCFD published climate disclosure recommendations based on four key elements: governance, strategy, risk management, and climate-related metrics and targets.

Given the increased interest from investors on how businesses assess climate-related risks, estimate the financial impact and identify opportunities, Newmont conducted an analysis of TCFD's recommendations and determined they would help improve the Company's resilience to climate change as society transitions to a low-carbon economy.

This analysis included looking at our current reporting and practices as well as alignment to the TCFD disclosures. One important element of the TCFD recommendations is that they have been mapped to other climate-related reporting frameworks including those Newmont reports against – the CDP (formerly the Carbon Disclosure Project) and the GRI (formerly the Global Reporting Initiative).

One of the notable gaps for us to address is reporting on scenario planning, which consists of evaluating various future climate conditions and their impacts to our business strategy. One such scenario includes the Paris Agreement's goal to limit global warming to well below 2 degrees Celsius, which is a key aspect of our work on science-based targets.

In analyzing the TFCFD's recommendations, we determined they would help us improve our resilience to climate change.

To build on our energy and climate strategy and respond to increasing expectations for greater transparency around our climate-related risks, in 2019, we will continue work on addressing gaps and assessing science-based targets. We are applying an approach from the Science Based Targets initiative (SBTi) – a partnership between the UN Global Compact, CDP, World Wildlife Fund and World Resources Institute – to assess science-based targets for 2030. The SBTi model helps companies identify their science-based target and understand the pathway to achieve it.

In 2020, we will commence reporting to the TCFD recommendations for year-end 2019.

Approach

Mining activities – extracting, processing and refining – generate air emissions and waste including tailings (the rock slurry that remains after removing the desired minerals).

Reducing mine waste and improving chemical management through recovery and recycling throughout the mine lifecycle lowers risks and costs and supports our commitment to operate in a responsible, sustainable manner. We also recognize the potential catastrophic consequences should one of our tailings or other impoundments fail, and we are committed to continuous improvement and the safe management of those facilities and structures.

A set of global standards outlines our commitment and establishes minimum requirements to manage the risks posed by mineral and non-mineral waste, hazardous materials and emissions in a manner that protects the environment and human health; promotes beneficial post-mining land use; and reduces post-mining closure and reclamation liabilities.

Tailings

After mined ore is reduced into sand-sized particles and mixed with water, the valuable minerals are removed and the remaining milled rock slurry – called tailings – flows to an engineered impoundment called a tailings storage facility (TSF).

In response to several high-profile tailings dam failures, the International Council on Mining and Metals (ICMM) developed a position statement that was published at the end of 2016 on **Preventing Catastrophic Failure of Tailings Storage Facilities**, which addresses six key areas of governance that members, including Newmont, agreed to implement.

To meet this commitment, we updated three standards – Tailings and Heap Leach Facility Management, Water Management, and Surface Ground Control – that govern the operation of all our TSFs. These standards explicitly include the ICMM governance framework and integrate cross-functional and regional feedback. In 2018, all operating sites reached full compliance with our updated standards.

Other governance improvements include:

- Updates to guidance for the development of tailings management plans and requirements for the design and closure of tailings and heap leach facilities;

- The addition of a catastrophic TSF failure to our top enterprise risk analysis and developing a globally consistent set of critical controls to reduce the risk;

- A new training program to improve knowledge; and

- The establishment of independent technical review boards (ITRB) at our five sites with TSFs deemed to be a high priority – Akyem and Ahafo in Ghana, Boddington and KCGM in Australia, and Merian in Suriname.

Each ITRB member is a respected global tailings and hydrology expert who has more than 30 years of experience and a key regional perspective. ITRB reviews are conducted annually, and final reports are added to our Integrated Management System (IMS) where site and regional teams track actions.

Our engineered TSFs and heap leach facilities (HLF) are designed to withstand extreme weather or seismic events. In addition to daily performance monitoring and inspections conducted by on-site staff, qualified independent senior geotechnical engineers inspect every TSF at least once a year. Emergency response procedures are tested periodically and, at a minimum, reviewed annually. Additional information about our approach to managing tailings – including a complete inventory of each operating and legacy facility – is included in a **fact sheet available on our website**.

Reports on TSF risk management are provided quarterly to the executive leadership team (ELT) and annually to the Board of Directors' Safety and Sustainability Committee.

Waste rock

Each operation is required to manage waste rock and ore stockpiles in a manner that promotes beneficial post-mining land use and reduces closure and reclamation liabilities. Sites must also minimize 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. In instances where prevention is not possible, we collect and treat ARD in a manner that protects human health and the environment.

Hazardous and non-hazardous materials

We minimize the use and amount generated of hazardous materials – inclusive of hydrocarbons and **cyanide** – by replacing hazardous chemicals with less hazardous products whenever possible. For example, we often use citrus-based solvents in our maintenance facilities instead of chlorinated ones.

Hydrocarbon wastes (e.g., used oil) are the largest portion of our hazardous waste stream, which also includes shop waste, such as grease and solvents, and laboratory chemicals. Our sites minimize the volume requiring disposal by recycling almost all waste oils and greases, either through third-party vendors or on-site processes, such as using waste oil for fuel in combustion processes or explosives.

We also make every effort to recycle or reuse non-hazardous waste. Through Full Potential – our global continuous improvement program – we have identified opportunities such as increasing the tire life on haul trucks, optimizing the use of reagents and other consumables, and identifying materials (e.g., HDPE pipes and valves) that could be recycled rather than thrown away.

Air emissions

Our material air emissions are sulfur and nitrogen oxides (SO_x and NO_x), particulate matter (PM) and mercury. SO_x emissions are primarily generated at coal-fired power plants and during thermal processes that heat pyritic ore. NO_x emissions are produced during combustion of fossil fuels, including diesel that powers generators and heavy equipment (e.g., haul trucks), and coal, natural gas and propane in stationary sources such as furnaces and power plants. All our diesel fuel suppliers must provide ultra-low sulfur diesel (ULSD), which contains 97 percent less sulfur than low-sulfur diesel and allows for the use of pollution-control devices that are more effective at reducing diesel emissions but can be damaged by sulfur. In our underground operations where diesel PM (DPM) is a health risk, we are retrofitting higher horsepower equipment to decrease DPM emissions. Our fugitive PM emissions are primarily dust from mining activities such as blasting, excavating and crushing ore. Our approach to managing emissions characterized as greenhouse gases (GHG) is detailed in the **Energy and Climate Change** section of this report.

All sites must comply with the local laws and regulations for source air emissions, fugitive dust emissions and ambient air quality. For those jurisdictions where laws are non-existent or incomplete, we apply the U.S. Environmental Protection Agency (EPA) national ambient air quality standards.

Mercury

Our approach to responsibly manage mercury byproduct aligns with **ICMM's position statement**. We do not use mercury to mine or extract gold. However, naturally occurring mineralized forms of mercury exist in ores at our KCGM (Australia), Carlin and Twin Creeks (Nevada), Yanacocha (Peru) and Merian (Suriname) operations, and ore processing can generate mercury compounds and gaseous elemental mercury.

We capture point-source mercury from air emissions using maximum achievable control technology (MACT) standards, and we continuously evaluate opportunities to reduce emissions.

We are committed to permanently removing mercury waste from circulation using long-term safe storage solutions. In the U.S., the Mercury Export Ban Act (MEBA) prohibits the export of elemental 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.

For the management of non-U.S. mercury, we continue to negotiate an agreement to transport and permanently retire elemental mercury currently stored at Yanacocha. Commercial disposal agreements for KCGM and Merian are planned for the future.

Performance measurement

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

As a member of the International Council on Mining and Metals (ICMM), we participate in the organization's Tailings Aspirational Goal (TAG) working group that is working to identify innovative technologies and practices that can minimize or replace conventional wet storage facilities (such as TSFs) over the next 10 to 15 years. We also collaborate with several industry-led consortiums – including partnerships with the University of Western Australia, Canadian Mining Association, China Engineering Machinery Corporation, Commonwealth Scientific and Industrial Research Organization, and Mine Environmental Neutral Drainage program – to improve TSF management practices and reduce the risk of potential failures.

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. We also participate in an ICMM-led working group engaging on the United Nations Minamata Convention on mercury – a global treaty to protect human health and the environment from the adverse effects of mercury – to develop regulations for the Convention's signatories.

Performance

Newmont generated 300 million tonnes of waste rock and 112 million tonnes of tailings in 2018 – a year-over-year decrease of 13 percent and increase of 1 percent, respectively, compared to an overall decrease in annual consolidated gold production from continuing operations of 3 percent. Approximately 36 percent of our total waste rock is characterized as potentially acid-generating, up from 26 percent in 2017 due to less waste rock combined with an increase in mining in areas that contain a higher amount of potentially acid-generating rock.

TOTAL WASTE ROCK/TAILINGS PRODUCED
(MILLION TONNES)
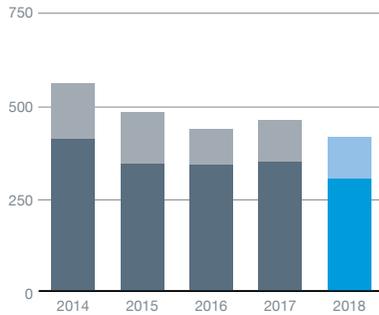
	2014	2015	2016	2017	2018
Total waste rock	406.6	340.1	335.9	346.0	**299.7**
Total tailings	146.1	135.9	96.8	110.9	**112.1**

ESTIMATED TOTAL HAZARDOUS/NON-HAZARDOUS WASTE GENERATED
(THOUSAND TONNES)
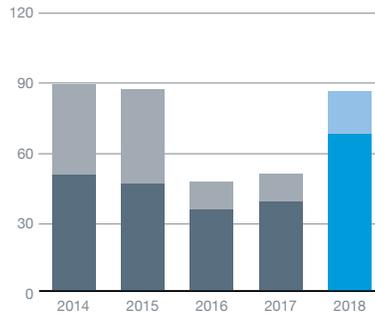
	2014	2015	2016	2017	2018
Total non-hazardous waste[1]	49.5	46.0	34.8	38.1	**66.9**
Total hazardous waste[2]	38.9	40.0	12.0	12.2	**18.4**

[1] 2018 non-hazardous recycled wastes omit our Long Canyon site.

[2] Hazardous recycled waste data for 2018 includes reported estimates for on-site and assumptions for off-site that are based on 2017 data.

We generated a total of 18,369 tonnes of hazardous and 66,925 tonnes of non-hazardous waste at our operations in 2018. An estimated 45,960 tonnes of our non-hazardous waste (69 percent) was recycled.

Around 9,167 tonnes (50 percent) of our hazardous waste was treated, incinerated and/or disposed of on site; 4,564 tonnes (25 percent) was treated, incinerated and/or disposed of off site by qualified service providers; and 4,637 tonnes (25 percent) was recycled.

Our global elemental mercury production was 26.9 tonnes, a 1.1 percent increase from 2017, reflecting the variable mercury content in our ore.

MERCURY PRODUCTION
(TONNES)
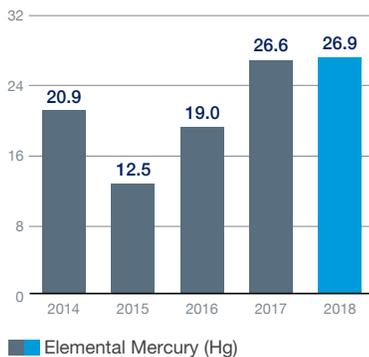
AIR EMISSIONS – GAS
(THOUSAND TONNES)
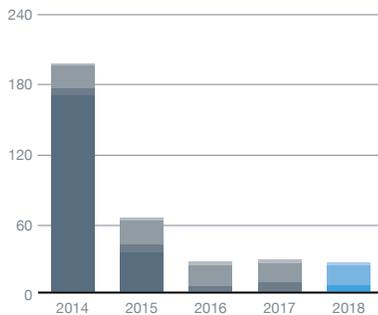
	2014	2015	2016	2017	2018
SO$_x$ (SO$_2$)	168.20	34.00	0.10	1.50	0.10
NO$_x$ (NO$_2$)	6.40	7.10	5.50	6.90	6.19
PM$_{10}$	19.00	19.80	17.30	16.70	16.57
Carbon monoxide (CO)	2.30	2.60	3.40	3.00	2.78

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

AIR EMISSIONS – METAL
(TONNES)
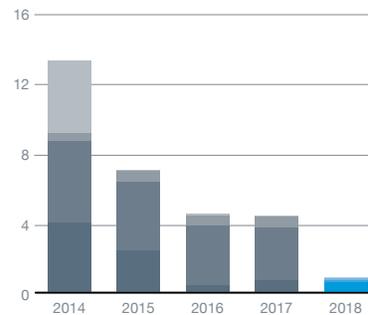
	2014	2015	2016	2017	2018
Mercury (Hg)	4.0	2.4	0.4	0.7	0.6
Arsenic (As)	4.6	3.9	3.4	3.0	2.8
Lead (Pb)	0.5	0.6	0.6	0.6	0.6
Selenium (Se)	4.1	0.1	0.1	0.1	0.1

Note: Our Australia sites operated by Newmont report air emissions on a fiscal year basis (July 1 to June 30); however, Kalgoorlie Consolidated Gold Mines (KCGM) reports its air emissions on a calendar year basis (January 1 to December 31). Mercury emissions omit Merian, Suriname data.

Variations in ore composition also impact air emissions. Our sulfur dioxide and mercury emissions have significantly decreased since 2014 after decommissioning KCGM's Gidji roaster, which previously accounted for around 99 percent and 95 percent of Newmont's total annual sulfur dioxide and mercury emissions, respectively.

Our standards detail the minimum requirements for managing our facilities, waste and emissions, and during the year we further defined these requirements in updated standards for waste, waste rock and ore stockpile facilities, hazardous materials and air emissions.

Ensuring full compliance with the ICMM Tailings Governance Framework, which minimizes the risk of catastrophic tailings dam failures, was a significant area of work during the year. Among the key activities to achieve this milestone:

- We completed gap assessments against our updated Tailings Storage and Heap Leach Facility Management Standard and developed action plans to address areas of non-conformance. Cross-functional teams identified critical controls for TSFs and site-level performance criteria. Teams also developed a schedule and implementation plan for audits, reviews and controls related to TSFs; clarified the roles and responsibilities of each function involved in the operation and management of TSFs; and developed a change management process that defined what changes would result in required updates to planning documents or resources and what level of approval was required. More information about this work is included in the **featured case study**.

- The ITRBs at our five high-priority TSFs conducted site visits and completed reviews. All facilities were found to be stable and in compliance with Newmont's and other international standards. The reports found that Newmont applies best practices and employs proper governance to reduce risks and liabilities. They also highlighted that the TSF critical controls support continuous improvement and that the process is driving desired behaviors across the organization. In 2019, we plan to expand the ITRBs to other projects where technical, environmental, social or political risks warrant the need for increased governance.

- To improve the competency of the operators and engineers responsible for tailings and water management at the sites, we launched a comprehensive training program that emphasizes best practices for designing, operating and closing TSFs. In 2018, approximately 30 engineers and operators were trained in the Africa region. Additional training is scheduled for 2019 at our sites in Africa and South America.

In early 2019, we updated our publicly available **tailings fact sheet** to disclose additional details about how we manage tailings and to publish a full inventory of our tailings facilities.

Newmont representatives participated in ICMM's Tailings Aspirational Goal (TAG) working group meetings in which a consolidated road map was developed for three parallel tracks of activities: investigate and identify alternative methods of mineral recovery; develop technologies to remove moisture from tailings; and strengthen critical controls for the design, operation and closure of TSFs. For each track, the group identified activities, milestones and outcomes for the next three years (2019 through 2021). Activities in 2019 will largely focus on understanding the current state, identifying opportunities and challenges, and engaging equipment manufacturers.

To safely transport and permanently retire all liquid mercury byproduct from our non-U.S. based operations, we are negotiating a disposal agreement with Batrec, a Swiss-based subsidiary of the German company SARPI-VEOLIA, for Batrec to transport and permanently retire elemental mercury currently stored at Yanacocha beginning in 2019. The retirement of mercury from KCGM and Merian is planned for beyond 2019. Batrec proposes to convert the liquid to a mineral sulfide and dispose of the solid material in an engineered underground salt mine in Germany.

We held two internal workshops to discuss opportunities to reduce mine waste and improve chemical management through recovery, recycling or repurposing. Initial efforts will focus on integrating circular economy concepts into our Full Potential program. Identification of projects to reduce and reuse waste will be ongoing.

Efforts at our operations to address our risks and improve our tailings, waste and emissions management approach include the following:

- **Developed plan for TSF expansion:** At our Ahafo operation in Ghana, we developed a road map and stakeholder engagement process related to the site's TSF expansion project, which involved the resettlement of more than 89 households. We held several public hearings throughout the year and worked extensively with the Ghana Environmental Protection Agency to reach agreement on the final design specification for the site's TSF expansion project. The EPA approved construction of the TSF expansion project in October while the permitting process continued.

- **Received approval for TSF expansion project:** Ghana's Inspectorate Division of the Minerals Commission approved the Akyem operation's TSF expansion project, and Newmont received the permit in April.

- **Sponsored research on tailings:** We are sponsoring a three-year program with the University of Western Australia to develop a better methodology to interpret tailings storage performance. The research, which is focused on our Boddington and KCGM operations, included testing of lab materials in 2018. Larger scale testing and a pilot are planned for 2019.

- **Commenced impact assessment:** At our Twin Creeks operation in Nevada, we commenced an environmental impact assessment (EIA) for its Sage tailings expansion project. The EIA is expected to be finalized in mid-2019.

- **Evaluated technologies to reduce waste:** Our global digital strategy includes two initiatives designed to reduce waste through the application of technologies. The Smart Mine initiative improves decision making related to the mining and processing of ore and includes using optimizer software that maximizes ore recovery and produces less waste. In 2018, we implemented the software at our Long Canyon operation in Nevada and Boddington mine in Australia. Another initiative – Connected Worker – will use technology to keep track of personnel and will integrate work tools, such as time and attendance tracking. The initiative, which we began deploying in our North America and Australia regions in 2018 and will be expanded to our Africa and South America regions in 2019, is expected to significantly reduce the amount of paper used for employee-related activities such as attendance tracking, scheduling and time sheets.

Tailings, Waste and Emissions Case Study
Preventing Tailings Dam Failures

As the **case study in the Risk Management section** of this report highlights, in 2015 we began using a risk management analysis method to increase our focus on those controls that are most effective at preventing or mitigating the consequences of some of our most significant risks. In 2018, we applied this method to improve the management of our tailings storage facilities (TSFs).

As members of ICMM, we participated in the organization's working group that conducted a bow-tie risk analysis to better understand the extent and effectiveness of the critical controls required to manage high or extreme consequence events such as a tailings dam failure. This analysis was then applied to Newmont's facilities.

Because this approach requires active commitments from those directly involved with managing the risk, a cross-functional team, led by process superintendents and engineers at our operating sites, was engaged to identify the following four top critical controls that must be applied at all sites:

1. Monitoring instrumentation (e.g., piezometers, inclinometers and settlement points) against established threshold or trigger levels

2. Monitoring reclaim pond levels or elevations against the operational criteria and freeboard (i.e., the distance between the top of the water level surface and the lowest point of the crest of the dam) requirements

3. Completing independent geotechnical review and resolving action items

4. Evaluating change management triggers (i.e., design, construction or operational changes)

Through a "red/yellow/green" reporting structure, sites track if the critical control is in place and effective. If a site reports a control being at a yellow or red level, a guidance document details specific actions

We conducted a risk analysis to fortify the effectiveness of critical controls that mitigate against extreme consequence events such as tailings dam failures.

that must be taken. Reports are updated monthly and reported to the executive leadership team on a quarterly basis.

The establishment of critical controls for our TSFs has already resulted in greater consistency, a better understanding of data, better behaviors and improvements. For example, several sites identified non-effective critical controls related to instrumentation. As a result, sites took actions to increase instrumentation reliability and operability, develop threshold and trigger levels, and increase operator knowledge for reading instrumentation outputs related to thresholds. Many sites also recalibrated or replaced non-functioning instruments. All sites now have reliable instrumentation – which is read on a regular basis – that dynamically evaluates performance and provides early warning of potential risks.

Approach

Clean, reliable water supplies are vital for communities and ecosystems. We recognize the right to clean, safe water and the dependence on water for hygiene, sanitation, livelihoods and the health of the environment. Water is also critical to our business, and there continues to be increasing pressure on water resources due to population growth, economic development and changes in the climate. The long-term success of our business requires us to ensure future conditions are considered in our approach.

Water strategy

Understanding collective challenges and creating long-term value have informed our global water strategy. Launched in 2014, the strategy aims to reduce water access risks across the business while aligning our efforts to external commitments, including the International Council on Mining and Metals' (ICMM) **Water Stewardship position statement**, and the UN Sustainable Development Goal on clean water and sanitation (SDG-6).

The strategy has supported numerous improvements to managing water through a clear framework based on five pillars:

NEWMONT GLOBAL WATER STRATEGY

Purpose: Manage water as a precious resource and work collaboratively to create value and improve lives through sound water stewardship

Watershed approach	Impact mitigation	Operational performance	External engagement	Internal collaboration
Objectives				
Secure water supply for operations while protecting and enhancing other water uses	Mitigate environmental and social water-related impacts in a cost-effective manner	Manage water as an asset through improved performance and compliance with all commitments	Collaborate and engage externally on water policy and challenges	Collaborate and engage internally on water stewardship
Programs				
Define the value of water in the watershed by understanding sustainable yields, water utilization for current and future operations, other beneficial uses and enhancement opportunities	Identify, study and proactively mitigate impacts on sensitive receptors relating to consumption, storage diversion and discharge	Ensure compliance with regulatory requirements and Newmont's water standards and guidelines	Execute a communications strategy to inform stakeholders about water management successes, opportunities and challenges	Continue to strengthen global, regional and site water roles and responsibilities
Define and regularly update the evolving watershed estimates including current and future needs, community use, and ecological requirements	Include community and cultural values of water in business planning and avoid, minimize and mitigate impacts	Transparently account for the full cost of water in all operation and project decisions	Collaborate with communities and other key stakeholders to form partnerships to address shared water management issues	Regularly review water performance with cross-functional water teams
	Evaluate opportunities and identify site-specific projects to enhance beneficial community and ecological uses for incorporation into public targets	Define and minimize financial exposure to water management at closure	Communicate corporate and regional water strategies for all operations and projects	Annually review the site water management charters and water strategy action priorities and update as required, to ensure applicability and relevance
		Develop cost-effective water conservation opportunities and assess new treatment technologies	Engage with governments and stakeholders on water regulations and policies	Integrate water strategy into business, closure, growth and tailings planning
Key accomplishments				
Developed Water Accounting Frameworks (WAF) for each site to consistently report water use and volumes returned to the environment	Implemented a global Water Management Standard, and site and regional water strategies covering the life of operations. Site charters establish clear accountabilities and guide annual water management activities	Set public targets to reduce overall fresh water consumption and applied technologies and practices – including ultrafiltration and reverse osmosis – to reduce fresh water use and increase the amount of water reused and recycled	Engaged local and regional stakeholders to support water management and conservation; invested in improvements to community water access, quality and availability; expanded participatory water monitoring programs; and formed partnerships to educate stakeholders about water use, treatment, recycling and reuse	Developed site-specific water charters, strategies, targets and action plans

While we have achieved significant milestones, they have largely focused on water management or impact mitigation actions. To better address the long-term physical, reputational and regulatory water-related risks, we are working to broaden our contributions and collaborate on solutions to shared water challenges.

Toward water stewardship

We are committed to providing greater transparency and accountability regarding our water use, deepening stakeholder engagement and collaboration, and applying a catchment-based approach. This includes increasing our understanding of the watersheds surrounding our operations, the current and future demand for
each, and the stakeholders whose interests
coincide with or differ from Newmont's. The ultimate goal is to secure access to water in a socially, economically and environmentally responsible way. Effective water stewardship practices build trust and relationships that can also serve as a source of competitive differentiation in securing permits, resources and approvals.

Newmont is currently operating in watersheds with limited water supply, increased population growth and pollution. Within the majority of the watersheds where we operate, our consumption is relatively low compared to total availability and use by others; however, poor watershed management and governance can result in water conflicts, operational disruptions, financial loss, delays in regulatory approval, poor reputation and diminished investment value. The next phase of Newmont's water strategy, with its focus on stewardship, will evaluate challenges outside of our fence line – such as water over-allocation, uncontrolled extraction, pollution, and lack of storage – and collaboratively seek to address challenges and define opportunities.

For example, the following image depicts the projected changes over time for the Tano River Watershed in Ghana. It illustrates that the basin is currently 40 percent allocated by water users, and the allocation is projected to increase to approximately 80 percent in the future, assuming average conditions and no additional loss or use downstream.

Our efforts to move toward water stewardship are highlighted in the **featured case study**.

Water risks

Our strategy aims to strengthen the business by managing financial risks and seeking to understand and mitigate the spectrum of water risks within the watersheds in which our operations reside, including:

- Physical risk – not enough water, too much water, or water unfit for use;

- Reputational risk – the perception that a company does not have sustainable and responsible business practices; and

- Regulatory risk – changing, ineffective or poorly implemented public policies.
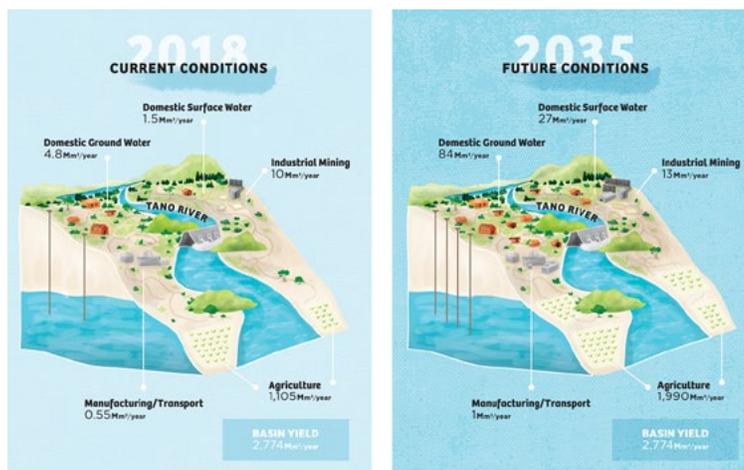
Current and long-term water risks also include those that arise from our operations (e.g., the use of chemicals in processing) and events that we do not control (e.g., extreme weather events and climate change). Managing water-related risks needs to be targeted to the specific areas in which we operate, and take into consideration the physical environment, and social and regulatory context.

To understand the risks at our operations – whether related to our operations or a collective challenge within the watersheds in which we operate – and prioritize mitigation efforts, we conduct high-level qualitative risk assessments of our watersheds, along with using the WWF Water Risk Filter and WRI Aqueduct Water Risk Atlas, which evaluate site-level risks. We currently estimate that only three of our operations have medium site-level risk based on the withdrawal and availability of water (CC&V in Colorado and Carlin and Phoenix in Nevada) and that seven of our 12 operations are in areas of high catchment stress (based on WBCSD and WWF Water Risk Filter tools). Water risk categories include the following:

- *Water scarcity (baseline water stress)* – In some of our operating regions, water availability is limited and there is competition for resources. In these areas, it is especially important to efficiently use water, understand stakeholder concerns and needs, and manage water as a shared asset. This risk is based on the baseline water stress, which is the total annual withdrawal as a percentage of the total available annual renewable supply.

- *Water quality* – Changes in water quality both within and outside our operations can impact surrounding ecosystems and result in impacts to water users and the environment. Management of water quality includes understanding baseline conditions and potential sources of impact and using treatment systems to meet the developed standards for discharge. All operations within Newmont maintain compliance criteria based on the beneficial use of the receiving water. Influences outside our operations are identified to support collective governance that reduces impacts to the greatest extent possible.

- *Excess water* – Normal, and less frequent extreme precipitation events, as well as the need to dewater the ore bodies, can result in excess water at our operations. Effective management is necessary to reduce risks to infrastructure, the environment and communities. While previous extreme weather events in regions have presented challenges, we constantly work to understand and manage the inputs and outputs at our facilities through site-wide water balances. Monitoring and analyses are conducted to evaluate system performance, demonstrate compliance and support continuous improvement.

- *Watershed challenges (governance, regulations and access)* – Some frameworks or governance exist within the areas where we operate to manage competition for resources and potential impacts. However, in some regions, there is limited governance, and access to water or changing regulations may result in risks to ensuring a sustainable resource over time.

The context and watershed risks that exist near our operations are detailed in the following table.

WATER-RELATED RISK BY OPERATION

			Water risks			
Operation	Climate conditions	Water sources[1]	Water stress[2, 3]	Water quality	Excess water	Watershed challenges
Ahafo	Humid	SW, GW		X	X	X
Akyem	Humid	GW		X	X	X
Boddington	Semi-arid	SW, GW				
KCGM	Arid	GW, MW	X			
Tanami	Arid	GW	X			
CC&V	Moderate precipitation	MW	X			
Carlin	Semi-arid	SW, GW	X			
Long Canyon	Semi-arid	GW	X			
Phoenix	Semi-arid	GW	X			
Twin Creeks	Semi-arid	GW	X			
Merian	Moderate precipitation	GW		X	X	X
Yanacocha	Moderate precipitation with distinct dry season	GW		X	X	

[1] Key: groundwater (GW), surface water (SW), municipal water (MW)

[2] Water stress is baseline water stress as defined by the WBCSD Water tool.

[3] The climate model's interannual variability for parts of Australia, South America and North America can also increase the risk of water stress, which is not accounted for in this risk chart. For example, Boddington can have years of baseline water stress or excess water in wet years.

Advancing our strategy will help ensure that future mitigations will be effective in making a meaningful contribution to stewardship, thus lowering risk and securing resources to support operations and growth over the long term.

Because no one entity can manage all these risks alone, we strive to understand the broader challenges in a watershed and work collaboratively toward collective action. Our water stewardship approach supports stronger management of watershed challenges and working with stakeholders on the sustainability of the resources and ecosystems. Examples of collective action include:

- We partnered with the Peel-Harvey Catchment Council (PHCC) in Australia, where the management of water and access is complex due to the extremely arid climate. Through a community investment agreement with PHCC, we are working together on the Hotham-Williams Rivers and Tributaries' Natural Resource Management and Conservation Project. The project aims to support better integration of traditional ecological knowledge into catchment planning, build community and local landowner capacity to design and deliver sustainable agricultural practices, and improve catchment water quality for the Hotham and Williams Rivers and tributaries.

- As a member of the International Council on Mining and Metals (ICMM), we are working to develop a joint strategy for meeting the UN Sustainable Development Goal to ensure the availability and sustainable management of clean water and sanitation for all (SDG-6).

- We partnered with the Project WET Foundation – a global leader in water education – to advance responsible use of water resources through community-based teacher training.

Water governance

The water strategy governance structure establishes clear accountabilities, identifies and prioritizes activities, ensures alignment with operations and business planning, and promotes continuous improvement. Key elements include:

- An executive sponsorship group, which includes members of the executive leadership team, reports on progress and performance to the Board of Directors' Safety and Sustainability Committee.
- A Water Steering Committee (WSC), led by a regional senior vice president, is responsible for integrating the water strategy and impacts into business planning processes.
- The global water strategy team (GWST) is a cross-functional working group that plans and improves the strategy based on direction provided by the WSC and input received from the regional, site and technical water teams. The GWST meets monthly or as needed, and the WSC meets quarterly.

Our global Water Management Standard establishes the minimum requirements for managing our water risks in line with the global strategy. Through Water Accounting Frameworks (WAFs), each site defines, measures and reports water use by inputs, outputs, diversions and water quality. The WAFs align with the Minerals Council of Australia's model and ICMM's guide for water reporting.

All sites are audited to our environmental standards (including the Water Management Standard) on a regular basis, and findings are assessed at both site and corporate level.

Performance measurement

Transparently reporting on our performance is a key element of our strategy. The disclosures in this report are based on ICMM's minimum disclosure standard and align with other disclosure frameworks including the United Nations Global Compact's CEO Water Mandate and the CDP water questionnaire.

Beginning in 2017, we set an annual public target to reduce overall water consumption. We define water consumption as the amount of water withdrawn (which includes all water sources) minus the amount of water discharged. These targets were determined after each site established a baseline from which to measure their performance. Site targets are rolled into regional targets and then consolidated into a global target.

We are also working to set outcome-based objectives aligned with our watershed challenges and SDG-6. These objectives aim to improve the sustainability of water resources, and improve governance and community access to water and irrigation.

Performance

The following site-level data (presented by operation) is based on our WAFs, and represents our inputs, outputs, diversion and water uses for 2018.

WATER PERFORMANCE BY SITE
(THOUSAND KL)
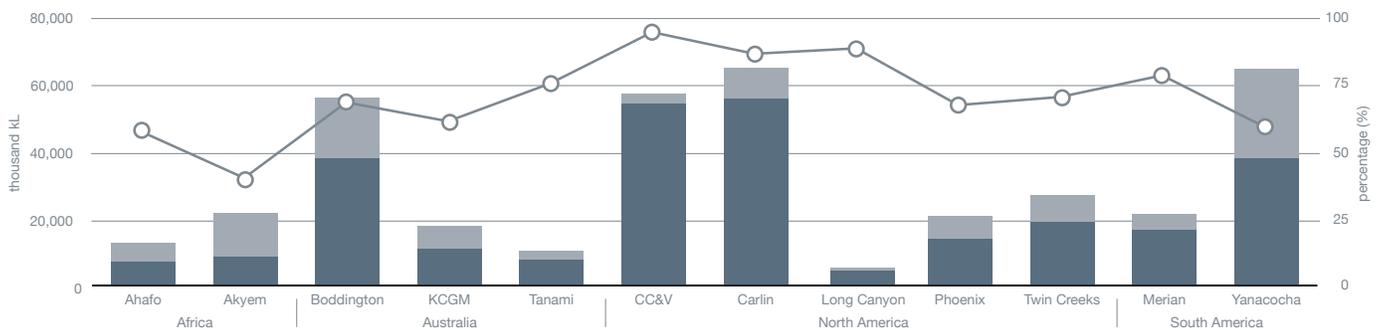
	Ahafo	Akyem	Boddington	KCGM	Tanami	CC&V	Carlin	Long Canyon	Phoenix	Twin Creeks	Merian	Yanacocha
Total water consumed	5,375	13,020	17,827	6,958	2,558	3,156	9,310	621	6,863	7,938	4,736	26,454
Total water recycled	7,070	8,512	37,730	10,726	7,656	53,688	55,231	4,439	13,826	18,855	16,338	37,628
Percentage water recycled	57%	40%	68%	61%	75%	94%	86%	88%	67%	70%	78%	59%

Globally, we met our public water target, for 2018 as well as for 2019, reducing our overall water consumption by 6 percent compared to our 2016 baseline. Each region also met its 2018 and 2019 public target. We will continue to track our performance and identify opportunities to further reduce our water consumption.

At the site level, all sites met their internal target to achieve their respective water consumption reduction target. All sites completed a high-level watershed assessment, reviewed site-level risks and improved their water balance model. Some sites also completed heat maps.

For 2019, our water consumption reduction targets aim to account for our sites' unique water needs and challenges.

2019 WATER TARGETS*

Target for sites	Target for Newmont	Region target for reduction in fresh water consumption compared to 2016
All operating sites to set specific target based on risks and operating needs	Overall water consumption reduction of 5 percent compared to 2016 base year	Africa – 15 percent
		Australia – 1 percent
		North America – 8 percent
		South America – 1.2 percent

* The global and regional targets do not include the CC&V, Long Canyon or Merian operations because Newmont did not have a full year of operating water data for these sites. CC&V developed a water target for 2018 and 2019, and 2019 water targets were developed for Long Canyon and Merian. Changes to our operating portfolio and/or business plan may result in adjustments to this target.

WATER CONSUMED, RECYCLED AND PERCENTAGE RECYCLED
(THOUSAND KL)
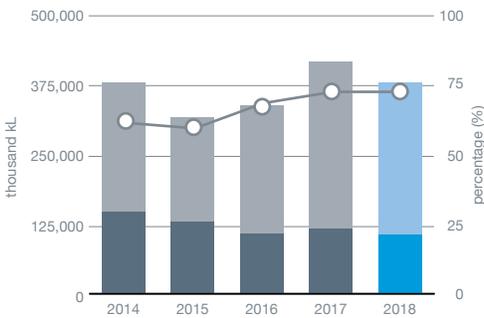
	2014	2015	2016	2017	2018
Water consumed	146,154	128,874	107,585	115,747	**104,816**
Water recycled	229,011	185,742	227,960	297,379	**271,699**
Percent recycled	61%	59%	68%	72%	**72%**

WATER INTENSITY
(KILOLITERS PER CONSOLIDATED GOLD EQUIVALENT OUNCE)
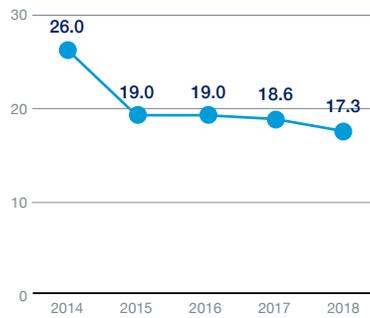
● Water intensity (categories 1, 2 and 3)

Total water withdrawn increased by 6 percent while total water discharged increased by 23 percent (due to the commissioning of the Ahafo water treatment plant), resulting in overall water consumption declining by 9 percent. The percent of water recycled or reused remained steady at 72 percent.

Our consumption of water classified as Category 1 decreased from 79 percent in 2017 to 30 percent in 2018 largely due to our continuous improvement of how we categorize our water consumption.

Our water intensity – which we measure as the number of kiloliters (kL) of water needed per consolidated gold equivalent ounce – decreased to 17.3 kL per gold equivalent ounce compared to 18.6 kL in 2017 due to the reduction in overall water consumption.

An important area of work during the year was advancing our global water strategy and progressing our approach from water management to water stewardship. Key activities during the year are discussed in the **featured case study**.

We signed a three-year partnership agreement with Project WET, a global foundation dedicated to improving science-based education on water. The partnership directly aligns with our global water strategy and was **piloted in Peru** and Suriname with the aim of strengthening long-term community capacity to manage water and engaging with other watershed users. We will work to identify longer-term (2020 and beyond) outcome-based partnerships and programs to address our more significant risks and opportunities. Activities in 2019 will take place in Ghana.

Newmont's responses to the 2018 CDP Water Security report received a "B" assessment grade, which is down from an "A-" in 2017 due to increasingly stringent expectations for water stewardship, but ranks Newmont above average for all responders in all sectors.

Notable activities at our operations to address stakeholder concerns and improve our overall water management approach include the following:

In Africa:

- Our Ahafo operation received approval from the Ghana Environmental Protection Agency (EPA) for a reverse osmosis (RO) water treatment plant. Ahafo also completed the first cycle of participatory monitoring. Entities and individuals that took part in the monitoring included the EPA, District Assembly, Water Resources Commission, Ghana Water Company and community representatives.

- Ahafo received its permit to discharge fresh water from the water storage facility to support downstream augmentation.

- Akyem completed construction of a water storage facility and interim storage pond to meet requirements of the water strategy.

- Both Ahafo and Akyem completed watershed assessments. Ahafo updated its water balance model and water quality trending analysis. Akyem updated its site water management plan, including models for water balance, water quality and future treatment requirements.

In Australia:

- Our Boddington operation evaluated requirements for long-term water access, including permitting activities for proposed storage. We also worked with regulators to support a permitting amendment for storage and discharge of excess water to promote safe conditions.

- As part of our partnership agreement with the Peel-Harvey Catchment Council (PHCC) to enhance conservation and cultural resource management in the catchment around the mine, we supported PHCC's development of a River Action Plan that supports restoration efforts for the Hotham and Williams Rivers and tributaries. Cultural heritage values are embedded in the restoration activities.

In North America:

- The Long Canyon operation in Nevada updated the groundwater model for the mine's next phases and met with key stakeholders to understand potential regional impacts and considerations for use in future design and permitting.

- The CC&V operation in Colorado installed additional monitoring wells to monitor water quality and to support regional groundwater and surface water modeling.

- At the Twin Creeks operation in Nevada, we developed and presented the Kelly Creek Basin Monitoring Plan to the Nevada Division of Water Resources for comment and approval and began quarterly reporting of usage to the agency.

In South America:

- The Yanacocha operation in Peru continued its efforts to improve community access to water and progress collective action on shared watershed challenges. Among the projects during the year:

  - Work commenced on improving and expanding the El Milagro potable water system plant as part of a broader "Water for Cajamarca" project. The $3.6 million project will benefit 250,000 people when commissioned by 2021.

  - To support farming and livestock activities, we constructed new reservoirs in the communities of Apalin, El Calvario and El Porvenir. We also donated pipes and supported the installation of pipelines to improve drinking water and irrigations systems.

  - Yanacocha launched a two-year project to help strengthen the management capacity of local water administrators in 56 villages located in the districts of Cajamarca, La Encañada and Los Baños del Inca.

- At our Merian operation in Suriname, we developed an overall site water management plan and a strategy for managing long-term water trends for compliance. Part of this strategy involves working with NIMOS (Suriname's regulatory authority) to determine appropriate compliance points and water quality criteria. Merian updated its water balance to include the chemical balance for a few key parameters. The site also held participatory monitoring committee sessions with the local Pamaka and Kawina tribe members.

Water Case Study

Working Collectively to Protect Water

Water stewardship is defined as using water in ways that are socially equitable, environmentally sustainable and economically beneficial.

This approach recognizes that water is a shared, vital resource, and that coordinated, collective actions involving all water users have a greater impact than any party acting alone. It also means that our water management actions, criteria and indicators must extend beyond the physical boundary of any operation or project and consider interactions within catchments (i.e., the area where water flows are collected).

In 2018, we updated our global water strategy to further mature our approach and move our focus toward water stewardship. This includes developing a greater understanding of the watersheds surrounding our current operations, the projected demands for each, and the stakeholders whose interests coincide with or differ from ours. We hope to ultimately implement actions and form partnerships that secure our access to water while contributing to positive social and environmental outcomes and solutions to shared water challenges.

Some of the key steps we have taken to advance toward water stewardship include the following:

- We enhanced our water strategy's governance model to establish clear accountabilities, strengthen alignment to other aspects of the business, and engage key functions around water-related matters. Significant changes included the formation of a Global Water Steering Committee (GWSC), led by a regional senior leader, and the addition of the Chief Operating Officer to the executive sponsorship group.

- At our global water strategy workshop, where we began shifting our focus from water management to driving innovation and stewardship in the watersheds in which we operate, we developed a maturity curve that identified gaps, where we want to be long term, and what steps are needed to achieve our goals.

- To better understand current watershed characteristics, including yield, utilization, users and future water use projections, we initiated work to address data gaps and identify and prioritize key risks and opportunities linked to Newmont's long-term production profile. This work is expected to be completed in 2019.

- We partnered with the World Resource Institute (WRI) to help identify water stewardship opportunities across each operating region. Activities planned include prioritizing assets based on water risk exposure, assessing risk profiles based on watershed conditions,

In 2018, we updated our global water strategy to further mature our approach and move our focus toward water stewardship.

and recommending targets and engagement opportunities that align with our water strategy and are underpinned by the UN Sustainable Development Goal for clean water and sanitation for all (SDG-6). The WRI highlights this work on corporate water stewardship on its **website**.

- We established a cross-function group within Newmont to evaluate the cost of water for projects and merger and acquisition opportunities.

- Because innovation is a key part of our strategy and ability to advance along the water maturity curve, we identified technologies that are economically feasible at this time. In implementation or under consideration, these technologies include tools that minimize and treat acid rock drainage, improve the efficiency of our treatment systems, and evaluate alternative methods to characterize samples that support the management of future conditions. We will also continue to support water research and stay abreast of advances at a number of organizations and universities.

Over the next few years, we are focused on conducting studies to define watershed risks and opportunities within all operating jurisdictions; identifying and forging outcomes-based partnerships to address major risks and opportunities; and setting outcome-based objectives aligned with our watershed challenges and SDG-6.

WATER STRATEGY MATURITY MODEL

Water management	Watershed management	Water stewardship	Water innovation
Reducing, reusing and recycling water	**Integration of local water risks and impacts**	**Collective action with stakeholders**	**Driving innovation**
Governance and WAF	Collaboration with stakeholders	Watershed characterization	Identifying and forging outcomes-based partnerships to address major risks and opportunities
Fresh water use reduced by 3% (2017)	Investing in water quality, access and availability	Key risks/opportunities identified	
Target set to reduce fresh water use by 5% by 2019	Community monitoring programs	Governance expanded	
		Setting watershed-based targets	

Data Appendices

People Data Appendix

Workforce

Total workforce[1]	2014	2015	2016	2017	2018
Employees	13,425	13,027	10,804	12,569	12,442
Contractors	14,629	13,749	9,312	12,111	11,765
Total	**28,054**	**26,776**	**20,116**	**24,680**	**24,207**

[1] Employee and contractor numbers for 2014, 2015 and 2016 include personnel from operating sites only, and also include personnel from divested assets up until the year the asset was divested. Beginning in 2017, employee and contractor figures include all personnel.

Employees by region	2014	2015	2016	2017	2018
Africa	2,003	1,998	1,954	1,953	2,043
Australia[1]	5,549	5,380	2,683	2,895	2,824
North America[2]	3,777	3,743	4,438	4,838	4,762
South America	2,096	1,906	1,729	2,883	2,813
Total	**13,425**	**13,027**	**10,804**	**12,569**	**12,442**

[1] The Australia region was once the Asia Pacific region and included the Waihi operation in New Zealand, which was divested in 2015, and the Batu Hijau operation in Indonesia, which was divested in 2016. This table includes Batu Hijau operations in 2014 and 2015 and the Waihi operation in 2014. Employees associated with reclamation in Indonesia are included in Australia's employee data in 2017 and 2018, a total of 10 and 2 employees, respectively.

[2] Two employees located in France are reported in the North America data for consolidated reporting purposes.

Contractors by region	2014	2015	2016	2017	2018
Africa	3,893	3,130	2,022	3,261	3,469
Australia[1]	4,192	4,871	2,038	1,541	1,539
North America	1,861	1,422	1,556	2,237	1,580
South America	4,683	4,326	3,696	5,072	5,177
Total	**14,629**	**13,749**	**9,312**	**12,111**	**11,765**

[1] The Australia region was once the Asia Pacific region and included the Waihi operation in New Zealand, which was divested in 2015, and the Batu Hijau operation in Indonesia, which was divested in 2016. This table includes Batu Hijau operations in 2014 and 2015 and the Waihi operation in 2014.

Employees by type, region, gender and category

2018 Employees by type	
Full-time	99.2%
Part-time	0.8%

2018 Employees by country and gender	Female	Male	Total[2]
Australia	633	2,189	2,822
Ghana	203	1,826	2,029
Peru	119	1,358	1,477
Suriname	195	1,066	1,261
United States	796	3,984	4,780
Other[1]	5	30	35
Total[2]	1,951	10,453	12,404

[1] Other represents employees from reclamation sites, exploration sites, legacy sites and other offices.

[2] Total excludes 38 employees where gender is unavailable.

2018 Workforce composition	Expat	Local	National
Employees	168	2,345	9,929
Contractors[1]	164	4,906	2,866

[1] Contractors include those sites that track personnel data by local and national categories and, when combined, equal an amount less than our total number of contractors.

2018 Local and national employee representation	Expat	% of total employees	Local	% of total employees	National	% of total employees	Total	Total %
Senior management	19	0.2%	0	0.0%	140	1.1%	159	1.3%
Management	84	0.7%	117	0.9%	1,408	11.3%	1,609	12.9%
Non-management	65	0.5%	319	2.6%	2,506	20.1%	2,890	23.2%
Hourly/non-exempt	0	0.0%	1,909	15.3%	5,875	47.2%	7,784	62.6%
Total	168	1.4%	2,345	18.8%	9,929	79.8%	12,442	100%

2018 Employees by category	Female	Male	Total[1]
Senior management	31	128	159
Management	235	1,374	1,609
Non-management	714	2,176	2,890
Hourly/non-exempt	971	6,775	7,746
Total[1]	1,951	10,453	12,404

[1] Total excludes 38 employees where gender is unavailable.

Percentage of our workforce represented by union or workplace agreement	2014	2015	2016	2017	2018
Australia	10%	12%	41%	38%	24%
Ghana[1]	100%	100%	100%	100%	98%
Peru	26%	28%	28%	29%	34%
Suriname	N/A	N/A	N/A	0%	45%
United States	39%	40%	35%	32%	31%
Total	56%	49%	51%	40%	42%

Note: As of December 31, 2018, various unions represented approximately 34 percent of our employee workforce worldwide.

[1] International employees not represented by a union or collective bargaining agreement constitute 2 percent of our total workforce in Ghana.

Female representation	2014	2015	2016	2017	2018
Board of Directors	33%	30%	30.0%	41.7%	41.7%
Executive leadership team	33%	33%	33.3%	33.3%	25.0%
Female representation by employee category					
Senior Management	16%	15%	16.3%	17.4%	19.5%
Management	9%	9%	12.2%	13.6%	14.6%
Non-management	24%	23%	25.3%	25.0%	24.7%
Hourly/non-exempt	5%	8%	11.8%	11.5%	12.5%
Total employees	11%	11%	14.8%	15.4%	15.7%

Note: Beginning in 2016, we began reporting female representation to the tenth of a percent to better track our progress against our targets. Female representation includes all employees. Public targets discussed elsewhere in this report do not include fixed term positions such as internships and those with a contract that ends on a specific date.

2018 Employee representation by age and category	<30	% of total employees	30–50	% of total employees	51+	% of total employees	Total[1]	Total %
Senior management	0	0%	77	<1%	82	<1%	159	1%
Management	28	<1%	1,121	9%	460	4%	1,609	13%
Non-management	434	3%	1,929	16%	527	4%	2,890	23%
Hourly/non-exempt	1,282	10%	4,672	38%	1,792	14%	7,746	62%
Total[1]	1,744	14%	7,799	63%	2,861	23%	12,404	100%

[1] Total excludes 38 employees where gender is unavailable.

Salary ratios

2018 Ratio of average female salary to average male salary by category[1]	Number of female employees	Average female salary	Number of male employees	Average male salary	Ratio female/male average salary
Senior management	31	$276,775	128	$286,639	1.0
Management	235	$100,865	1,374	$95,968	1.1
Non-management	714	$68,625	2,176	$78,673	0.9
Hourly/non-exempt	971	$50,429	6,775	$48,291	1.0

[1] Table excludes 38 employees where gender is unavailable.

2018 Ratio of average female salary to average male salary by region[1,2]	Number of female employees	Average female salary	Number of male employees	Average male salary	Ratio female/male average salary
Australia	633	$73,335	2,189	$92,881	0.8
Ghana	203	$26,312	1,826	$23,508	1.1
Peru	119	$43,249	1,358	$37,772	1.1
Suriname	195	$13,132	1,066	$16,626	0.8
United States	796	$88,504	3,984	$87,379	1.0

[1] Average salaries included for all countries with active operations.

[2] Table represents average of all salaries, regardless of level of position; excludes personnel from exploration sites, legacy sites and other offices outside of the countries of significant operations.

2018 Average salary compared to minimum wage by country[1]	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	$73,335	$92,881	$29,456	249%	315%
Ghana	$26,312	$23,508	$523	5,035%	4,498%
Peru	$43,249	$37,772	$4,244	1,019%	890%
Suriname	$13,132	$16,626	$2,330	564%	714%
United States	$88,504	$87,379	$15,080	587%	579%

[1] Average salaries included for all countries with active operations.

Turnover

2018 Turnover by country[1]	Employee initiated	Company initiated	Total
Australia	13.0%	5.6%	18.6%
Ghana	0.8%	2.4%	3.2%
Peru	0.6%	7.0%	7.6%
Suriname	3.4%	4.3%	7.7%
United States	7.3%	3.4%	10.7%

[1] Attrition rates displayed for countries with active operations.

2018 Total turnover by age group	Total turnover	Turnover rate
<30	203	14.5%
30 to 50	668	9.2%
51+	386	13.6%

Historic turnover rates	Employee initiated	Company initiated	Total
2018	6.6%	4.4%	10.9%
2017	6.3%	3.7%	10.1%
2016	5.0%	4.4%	9.4%
2015	3.2%	5.0%	8.2%
2014	3.9%	7.7%	11.6%

Historic turnover (company- and employee-initiated) by gender	2014	2015	2016	2017	2018
Males					
Company-initiated	939	537	399	362	399
Employee-initiated	451	340	417	563	585
Total	**1,390**	**877**	**816**	**925**	**984**
Company-initiated rate	8%	5%	4%	4%	4%
Employee-initiated rate	4%	3%	5%	6%	6%
Total rate	**11%**	**8%**	**9%**	**10%**	**10%**
Females					
Company-initiated	128	104	62	53	104
Employee-initiated	83	72	108	140	169
Total	**211**	**176**	**170**	**193**	**273**
Company-initiated rate	9%	8%	4%	3%	6%
Employee-initiated rate	6%	5%	8%	9%	10%
Total rate	**14%**	**13%**	**12%**	**12%**	**16%**

Hiring

2018 New hires[1]	Total new hires	Percent of total employee population
By country		
Australia	442	4%
Canada	2	<1%
Chile	1	<1%
French Guiana	25	<1%
Ghana	280	2%
Peru	52	<1%
Suriname	160	1%
United States	445	4%
Total	**1,407**	**11%**
By gender		
Female	360	3%
Male	1,022	8%
Total[2]	**1,382**	**11%**
By age group		
<30	548	4%
30 to 50	693	6%
51+	141	1%
Total[3]	**1,382**	**11%**

[1] Countries without any new hires in 2018 are not included in this table.

[2] Total by gender excludes 25 new hires whose gender is unavailable.

[3] Total by age group excludes 25 new hires whose age groups are not available.

2018 Summary of employees receiving regular performance and career development reviews	Total number of employees[1]	Number participating in performance review	% participating in formal development review process
	12,442	11,016	89%

[1] Total excludes 38 employees where gender is unavailable. Non-senior management comprises management, non-management and hourly/non-exempt employees.

2018 Number and percentage of employees receiving regular performance and career development reviews[1]	Females			Males		
	Number of female employees	Number of females receiving reviews	% females receiving reviews	Number of male employees	Number of males receiving reviews	% males receiving reviews
Senior management	31	29	94%	128	128	100%
Non-senior management	1,920	1,668	87%	10,325	9,191	89%
Total	**1,951**	**1,697**	**87%**	**10,453**	**9,319**	**89%**

[1] Total excludes 38 employees where gender is unavailable. Non-senior management comprises management, non-management and hourly/non-exempt employees.

Training

Training and development investment	2014	2015	2016	2017	2018
Total ($ million)	$9.0	$10.0	$7.9	$7.9	$8.0
Total (hours)	961,449	869,225	671,242	828,126	808,780

Average hours of training per year, per employee by employee category	2014	2015	2016	2017	2018
Senior management	23	22	20	14	23
Management	91	81	83	68	85
Non-management/technical professional	76	34	67	66	70
Hourly	68	74	57	62	60

2018 Average hours of training per employee by employee category and gender	Female	Male
Senior management	25	22
Management	84	85
Non-management/technical professional	53	75
Hourly	60	60

Environmental Data Appendix

Biodiversity

Biodiversity impacts	Units	2014	2015	2016	2017	2018
Sites in which biodiversity is covered in EIA or similar document	number	11 of 13	11 of 11	11 of 11	10 of 13	13 of 13
Mine lease area	thousand hectares	376	364	256	288	294
Potential area of impact	thousand hectares	185	185	44	59	59
Total IUCN-listed wildlife mortalities	number	237	244	129	117	128
Vulnerable	number	0	0	0	0	16
Endangered	number	1	1	0	0	0
Critically endangered	number	0	0	0	0	0
Near threatened	number	5	3	1	2	6
Least concern	number	231	240	128	110	106
Not specified	number	0	0	0	5	0

Closure and Reclamation

2018 Reclamation in progress by country in hectares (ha)	Reclamation area (ha)
Country	
Australia	1,065.4
Ghana	198.6
Peru	822.5
Suriname	33.0
U.S.	3,528.6
Total	**5,648.1**

Amount of land disturbed or rehabilitated (thousand ha)	2014	2015	2016	2017	2018
New disturbance during reporting period	0.39	0.30	0.59	0.71	0.50
Total reclamation in progress	4.40	3.61	4.20	5.04	5.65
Achieved reclamation (to agreed upon end use) during reporting period	0.04	0.04	0.00	0.18	0.15
Total disturbance not yet reclaimed to agreed upon end use at end of reporting period	31.70	31.93	31.64	33.12	34.18

2018 Amount of land disturbed or rehabilitated (ha)	New disturbance during reporting period	Total reclamation in progress (cumulative)	Achieved reclamation (to agreed upon end use) during reporting period	Total disturbance not yet reclaimed to agreed upon end use at end of reporting period	Mine lease area
Africa	**56**	**199**	**30**	**3,474**	**61,637**
Ahafo	54	173	30	2,357	55,362
Akyem	2	26	0	1,116	6,275
Australia	**57**	**1,065**	**42**	**8,645**	**47,904**
Boddington	2	251	31	4,092	9,642
KCGM	40	369	11	2,963	34,307
Tanami	15	445	0	1,589	3,955
U.S.	**150**	**3,529**	**76**	**16,697**	**38,076**
CC&V	22	177	3	1,268	2,431
Nevada (combined sites)	128	3,352	72	15,430	35,645
South America	**238**	**855**	**0**	**5,363**	**146,858**
Suriname	175	33	0	1,375	25,916
Peru	63	823	0	3,989	120,942
Total	**501**	**5,648**	**148**	**34,179**	**294,475**

Note: Some figures may not add up to the total figure due to rounding.

Cyanide Management

Cyanide use (thousand tonnes)	2014	2015	2016	2017	2018
Sodium cyanide (NaCN)	46.2	49.2	57.8	68.6	59.1

2018 Cyanide incidents	Release off site requires response or remediation	Adverse effects to health	Adverse effects to the environment	Required reporting under applicable regulations	Exceedances of applicable limits of Cyanide Code	Impact to biodiversity
Ahafo	0	0	0	0	0	0
Akyem	0	0	0	0	0	0
Boddington	0	0	0	3	4	0
KCGM	0	0	0	0	3	0
Tanami	0	0	0	0	12	2
CC&V	0	0	0	0	0	2
Nevada (combined sites)	0	0	0	5	2	0
Merian	0	0	0	0	0	0
Yanacocha	0	0	0	1	2	1
Total	**0**	**0**	**0**	**9**	**23**	**5**

Off-site releases requiring response or remediation not applicable for 2018. Cyanide-related biodiversity impacts are wildlife fatalities; for a full listing of wildlife fatalities, refer to the Biodiversity data tables.

Energy and Climate Change

Energy consumption: Direct and indirect energy by source (million gigajoules [GJ])	2014	2015	2016	2017	2018
Direct energy consumption by source					
Direct non-renewable	**52.1**	**45.8**	**33.3**	**37.0**	**37.0**
Coal	26.4	18.9	10.1	10.4	10.8
Diesel	22.6	24.4	20.6	22.6	22.2
Waste oil	0.0	0.0	0.0	0.0	0.0
Gasoline	0.1	0.1	0.1	0.2	0.2
Natural gas	1.8	1.8	2.1	2.2	2.1
Propane	0.8	0.3	0.2	0.2	0.2
Heavy fuel oil	0.2	0.2	0.0	1.4	1.5
Aviation fuel	0.0	TR	0.2	0.0	0.0
Direct renewable energy consumption	**0.3**	**0.3**	**0.2**	**0.2**	**0.2**
Total direct energy consumed	**52.4**	**46.0**	**33.5**	**37.2**	**37.2**
Indirect energy consumption by source					
Grid electricity from renewable sources	3.8	3.5	3.6	3.3	3.5
Grid electricity from non-renewable sources	5.2	6.5	8.6	8.9	8.6
Total grid electricity (indirect energy generation)	**9.0**	**10.0**	**12.2**	**12.2**	**12.1**
Total combined direct and indirect	**61.4**	**56.0**	**45.7**	**49.4**	**49.2**

Note: Years 2014 and 2015 include direct energy consumption from Batu Hijau before it was divested. Diesel energy consumption for 2016 and 2017 was corrected for energy content. Note: Data reflects total fuel usage for power production and mining operations, converted to gigajoules (GJ).

Total electricity consumption (million gigajoules [GJ])	2014	2015	2016	2017	2018
Total on-site (direct) electricity generated	**8.9**	**6.7**	**3.8**	**3.8**	**4.7**
Diesel power	0.7	0.9	0.7	0.6	0.8
Heavy fuel oil and waste oil	0.000	0.010	0.004	0.004	0.613
Coal-fired power	8.2	5.8	3.1	3.2	3.2
Natural gas–fired power	0.0	0.0	0.0	0.0	0.0
LPG/propane power	0.0	0.0	0.0	0.0	0.0
Total on-site (direct) electricity sold	**1.1**	**1.2**	**0.0**	**0.0**	**0.0**
Total on-site (direct) electricity consumed	**7.8**	**5.5**	**3.8**	**4.3**	**4.7**

Note: Data reflects total fuel usage for power production and mining operations, converted to gigajoules (GJ).

Direct non-renewable energy consumption by source as percentage of total consumption	2014	2015	2016	2017	2018
Coal	50.7%	41.3%	32.5%	32.8%	29.2%
Diesel	43.4%	53.3%	58.8%	58.6%	59.6%
Waste oil	<1%	<1%	0%	0%	0%
Gasoline	<1%	<1%	<1%	<1%	0.5%
Natural gas	3.5%	3.9%	6.8%	6.8%	5.5%
Propane	1.5%	<1%	<1%	<1%	0.6%
Heavy fuel oil	<1%	<1%	0%	<1%	4.0%
Aviation fuel	<1%	0%	<1%	0%	0%

2018 Electric power sourced from hydroelectric and other renewables (kWh)	Total electricity consumed from grid and site generation	Total grid electricity from renewable sources	Total site electricity from renewable sources	Percent of electric power sourced from hydroelectric and other renewables
Country				
Ghana	518,019,765	195,878,811	75,074	37.8%
Peru	448,222,225	267,226,001	6,981	59.6%
U.S.	1,864,749,940	500,514,836	0	26.8%

Note: Australia and Suriname do not source electric power from hydroelectric and other renewable sources and are omitted from this table.

Greenhouse gas emissions (million tonnes CO_2 equivalents)	2014	2015	2016	2017	2018
Total direct emissions (Scope 1)	**4.10**	**3.80**	**2.70**	**3.10**	**3.11**
From coal	2.10	1.70	0.90	1.00	1.07
From diesel	1.60	1.70	1.40	1.60	1.56
From waste oil	0.00	0.00	0.00	0.00	TR
From gasoline	0.01	0.01	0.01	0.01	0.01
From natural gas	0.09	0.09	0.10	0.11	0.11
From propane	0.05	0.02	0.01	0.01	0.01
From heavy fuel oil	0.02	0.02	0.00	0.01	0.11
From aviation fuel	0.00	0.00	0.01	0.00	TR
From ammonium nitrate, fuel oil (ANFO)	0.00	0.00	0.00	0.01	0.01
From heavy ANFO	0.01	0.01	0.00	0.00	0.00
From emulsion	0.01	0.02	0.01	0.01	0.01
From autoclave	0.11	0.11	0.11	0.11	0.10
From roasters	0.11	0.11	0.09	0.10	0.10
From quick lime production	0.04	0.04	0.00	0.00	0.01
From ARD neutralization	0.00	0.00	0.00	0.00	0.00
Sulfur hexafluoride (SF_6)	TR	TR	TR	TR	0.00
Hydrofluorocarbon (HFC)	0.00	0.00	0.00	0.00	0.01
Methane (CH_4)	TR	TR	TR	TR	TR
Total indirect emissions (Scope 2)	**1.20**	**1.70**	**1.60**	**1.60**	**1.58**
Total emissions (Scope 1 and 2)	**5.30**	**5.50**	**4.30**	**4.70**	**4.69**

TR = Trace, which is <0.0001

Note: Greenhouse gas emissions are calculated using emission factors from the Climate Registry and Australia National Greenhouse Accounts Factor. We do track and report Scope 3 emissions in our CDP Climate annual response.

Environmental Releases

Environmental releases by number of incidents	2014	2015	2016	2017	2018
Total environmental releases on site	84	43	81	78	50
Total environmental releases off site	0	0	0	1	0
Total environmental releases	84	43	81	79	0
Cyanide releases	76	41	77	77	2
Mercury releases	0	1	2	0	0
Significant hydrocarbon releases	6	1	1	0	0
Significant chemical releases	1	0	0	2	0
Other significant releases	1	0	1	0	0

Note: All cyanide releases in 2018 were on site, contained within the site boundaries and remediated according to applicable regulations. Significant releases are those categorized as having an environmental impact of level 3 or greater on a scale of level 1 to 5.

Environmental releases by volume	2014	2015	2016	2017	2018
Cyanide releases (kL)	99	582	2,500	3,406	5,768
Mercury releases (kg)	0	0.01	1.7	0	0
Significant hydrocarbon releases (kL)	42	2	2	0	0
Significant chemical releases (kL)	40	0	0	0	0
Other significant releases (kL)	5	0	31	0	0

Note: All cyanide releases in 2018 were on site, contained within the site boundaries and remediated according to applicable regulations. Significant releases are those categorized as having an environmental impact of level 3 or greater on a scale of level 1 to 5.

Waste Management

Waste stream estimates	Units	2014	2015	2016	2017	2018
Waste rock						
Total waste rock generated	million tonnes	406.6	340.1	335.9	346.0	299.7
Potentially acid-generating waste rock	million tonnes	148.4	105.3	98.3	90.2	106.6
Non-potentially acid-generating waste rock	million tonnes	258.2	234.8	237.5	255.8	193.1
Tailings						
Total tailings	million tonnes	146.1	135.9	96.8	110.9	112.1
Tailings to surface	million tonnes	124.1	94.6	96.8	110.9	111.7
In-pit tailings	million tonnes	0.0	0.1	0.0	0.0	0.0
Sub-surface tailings	million tonnes	0.0	0.0	0.0	0.0	0.4
Sub-sea tailings	million tonnes	21.9	41.2	0.0	0.0	0.0
Hazardous waste						
Total hazardous waste generated	thousand tonnes	38.9	40.0	12.0	12.2	18.4
Total hazardous waste treated/disposed off site	thousand tonnes	2.0	2.9	2.1	1.9	4.4
Total hazardous waste treated/disposed on site	thousand tonnes	14.1	16.0	5.4	6.2	8.8
Total hazardous waste incinerated (includes on-site and off-site weight estimates)[1]	thousand tonnes	NR	NR	NR	NR	0.5
Total hazardous waste recycled (includes on-site and off-site weight estimates)[2]	thousand tonnes	22.9	21.2	4.5	4.1	4.6
Non-hazardous waste						
Total non-hazardous waste generated[3]	thousand tonnes	49.5	46.0	34.8	38.1	66.9
Total non-hazardous waste disposed in on-site landfill	thousand tonnes	13.2	6.9	7.2	7.5	12.1
Total non-hazardous waste disposed in off-site landfill	thousand tonnes	7.9	14.4	6.3	4.4	5.1
Total non-hazardous waste incinerated (includes on-site and off-site weight estimates)	thousand tonnes	0.2	0.1	0.1	0.1	3.7
Total non-hazardous recycled waste (includes on-site and off-site weight estimates)[3]	thousand tonnes	28.2	24.6	21.2	26.2	46.0
Other						
Elemental mercury (Hg)	tonnes	20.9	12.5	19.0	26.6	26.9

Note: All hazardous and non-hazardous wastes are based on weight and volume estimates provided by staff or from information provided by the waste treatment/disposal/recycling contractors. As enterprise-level data collection and reporting systems continue to expand, weight estimates may be restated in future reports.

[1] Hazardous waste incinerated on site and off site is not reported (NR) prior to 2018.

[2] Hazardous recycled waste data for 2018 includes reported estimates for on-site and assumptions for off-site that are based on 2017 data.

[3] 2018 non-hazardous generated and recycled totals exclude off-site recycled weight estimates for our Long Canyon site.

2018 Site-level tailings by type (metric tonnes)	Surface tailings	Open pit tailings	Sub-surface tailings	Total produced	Total disposed
Africa	**14,317,370**	**0**	**0**	**14,317,370**	**14,317,370**
Ahafo	6,367,713	0	0	6,367,713	6,367,713
Akyem	7,949,657	0	0	7,949,657	7,949,657
Australia	**54,418,196**	**0**	**368,776**	**54,786,972**	**54,786,972**
Boddington	39,991,262	0	0	39,991,262	39,991,262
KCGM	12,317,859	0	0	12,317,859	12,317,859
Tanami	2,109,075	0	368,776	2,477,851	2,477,851
North America	**24,512,212**	**0**	**0**	**24,512,212**	**24,512,212**
CC&V	1,357,057	0	0	1,357,057	1,357,057
Nevada (combined sites)	23,155,155	0	0	23,155,155	23,155,155
South America	**18,441,624**	**0**	**0**	**18,441,624**	**18,441,624**
Merian	12,970,318	0	0	12,970,318	12,970,318
Yanacocha	5,471,306	0	0	5,471,306	5,471,306
Total	**111,689,402**	**0**	**368,776**	**112,058,178**	**112,058,178**

Note: Newmont does not produce sub-sea tailings.

2018 Site-level waste rock generated by type (million metric tonnes)	Acid generating/ metal leaching	Non-acid generating/ non-metal leaching	Total waste rock generated
Africa	**0.0**	**45.9**	**45.9**
Ahafo	0.0	24.2	24.2
Akyem	0.0	21.7	21.7
Australia	**28.3**	**35.1**	**63.4**
Boddington	28.2	14.8	43.0
KCGM	0.1	19.5	19.6
Tanami	0.0	0.8	0.8
North America	**54.6**	**83.2**	**137.8**
CC&V	19.7	0.0	19.7
Nevada (combined sites)	34.9	83.2	118.1
South America	**23.7**	**28.9**	**52.6**
Merian	0.0	14.8	14.8
Yanacocha	23.7	14.0	37.7
Total	**106.6**	**193.1**	**299.7**

2018 Site-level mercury waste by site and type (metric tonnes)	Elemental mercury	Mercuric chloride	Mercury-tainted carbon	Mercury-contaminated sludge	Other mercury-related wastes	Total
Africa	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Ahafo	0.00	0.00	0.00	0.00	0.00	0.00
Akyem	0.00	0.00	0.00	0.00	0.00	0.00
Australia	**0.01**	**0.00**	**18.10**	**0.00**	**0.40**	**18.51**
Boddington	0.00	0.00	0.00	0.00	0.00	0.00
KCGM	0.01	0.00	18.10	0.00	0.40	18.51
Tanami	0.00	0.00	0.00	0.00	0.00	0.00
North America	**23.96**	**0.00**	**4.78**	**0.00**	**10.40**	**39.14**
CC&V	0.00	0.00	1.80	0.00	0.20	2.00
Nevada (combined sites)	23.96	0.00	2.98	0.00	10.20	37.14
South America	**2.96**	**0.00**	**2.00**	**0.00**	**0.00**	**4.96**
Merian	0.00	0.00	2.00	0.00	0.00	2.00
Yanacocha	2.96	0.00	0.00	0.00	0.00	2.96
Total	**26.94**	**0.00**	**24.88**	**0.00**	**10.80**	**62.62**

Estimated materials usage summary	Units	2014	2015	2016	2017	2018
Cement	thousand tonnes	81.7	72.8	65.1	71.2	78.1
Sodium cyanide (NaCN)	thousand tonnes	46.2	49.2	57.8	68.6	59.1
Grinding media	thousand tonnes	97.7	102.7	83.2	97.9	103.1
Lime	thousand tonnes	483.6	515.8	513.1	513.5	473.8
Tires (by weight)	thousand tonnes	12.8	12.2	9.2	10	8.1
Lubricants	thousand kL	13.2	11.1	12.5	12.1	12.3
Hydrochloric acid (HCl)	thousand kL	6.7	6.3	7	12.1	10.7
Sulfuric acid (H_2SO_4)	thousand kL	56.5	65.4	78	78.7	81.4

2018 Materials usage by site	Grind media	Sodium cyanide (NaCN)	Lime	Cement	Tires (by weight)	Lubricants	Hydrochloric acid (HCL)	Sulfuric acid (H_2SO_4)
Unit of measure			thousand tonnes				thousand kiloliters	
Africa	**16.7**	**3.8**	**13.7**	**0.0**	**1.2**	**3.2**	**1.0**	**0.0**
Ahafo	7.3	1.9	5.4	0.0	0.8	2.7	0.5	0.0
Akyem	9.4	1.8	8.3	0.0	0.4	0.5	0.5	0.0
Australia	**31.0**	**18.2**	**51.9**	**7.6**	**2.1**	**1.8**	**4.0**	**20.9**
Boddington	20.8	8.9	19.9	0.0	1.1	1.5	1.8	19.3
KCGM	8.8	8.5	30.4	6.4	0.7	0.1	2.2	0.0
Tanami	1.3	0.7	1.6	1.2	0.2	0.2	0.1	1.6
North America	**34.5**	**21.6**	**277.5**	**70.5**	**2.7**	**5.2**	**2.7**	**56.7**
CC&V	0.8	5.8	77.1	0.0	0.5	0.9	0.5	0.0
Nevada (combined sites)	33.7	15.8	200.4	70.5	2.2	4.4	2.2	56.7
South America	**21.0**	**15.6**	**130.7**	**3.2**	**2.1**	**2.2**	**3.0**	**3.9**
Merian	7.6	3.4	18.7	0.0	0.6	0.9	1.1	0.0
Yanacocha	13.5	12.2	111.9	3.2	1.5	1.2	1.9	3.9
Total	**103.1**	**59.1**	**473.8**	**78.1**	**8.1**	**12.3**	**10.7**	**81.4**

Air Quality

Air emissions	Units	2014	2015	2016	2017	2018
SO_x (SO_2)	thousand tonnes	168.2	34	0.1	1.5	0.1
NO_x (NO_2)	thousand tonnes	6.4	7.1	5.5	6.9	6.2
PM_{10}	thousand tonnes	19	19.8	17.3	16.7	16.6
Carbon monoxide (CO)	thousand tonnes	2.3	2.6	3.4	3	2.8
Mercury (Hg)	tonnes	4	2.4	0.4	0.7	0.6
Arsenic (As)	tonnes	4.6	3.9	3.4	3	2.8
Lead (Pb)	tonnes	0.5	0.6	0.6	0.6	0.6
Selenium (Se)	tonnes	4.1	0.1	0.1	0.1	0.1
Persistent organic pollutants (POPs)	tonnes	–*	–*	TR	TR	TR
Volatile organic compounds (VOCs)	thousand tonnes	–*	–*	0.5	0.4	0.3

TR = Trace, which is <0.0001

Note: Our Australia sites operated by Newmont report air emissions on a fiscal year basis (July 1 to June 30); however, Kalgoorlie Consolidated Gold Mines (KCGM) reports its air emissions on a calendar year basis (January 1 to December 31). Arsenic and lead figures omit North America sites; selenium figures reported for Ahafo, Boddington, Carlin sites only. VOCs omit South America sites. POP figures are estimates.

* Beginning in 2016, we expanded our air quality reporting to include POPs and VOCs.

Water

2018 Water summary by site (thousand kL)	Total water withdrawn	Total water discharged	Total water consumed (withdrawn minus total discharges)	Total water recycled	Total water used (consumed + recycled)	Percent recycled (total water recycled/total water used)	Water intensity (2018) – total water consumed
Ahafo	10,422	5,046	5,375	7,070	12,445	57%	12.0
Akyem	14,651	1,631	13,020	8,512	21,532	40%	31.0
CC&V	3,213	57	3,156	53,688	56,844	94%	9.0
Carlin	48,820	39,510	9,310	55,231	64,541	86%	10.0
Twin Creeks	20,847	12,908	7,938	18,855	26,794	70%	22.0
Phoenix	6,895	32	6,863	13,826	20,689	67%	20.0
KCGM	9,790	2,832	6,958	10,726	17,684	61%	22.0
Boddington	17,827	0	17,827	37,730	55,557	68%	15.0
Tanami	2,558	0	2,558	7,656	10,214	75%	5.0
Yanacocha	63,995	37,541	26,454	37,628	64,082	59%	51.0
Merian	30,565	25,829	4,736	16,338	21,074	78%	9.0
Long Canyon	675	54	621	4,439	5,060	88%	4.0
Total	**230,257**	**125,441**	**104,816**	**271,699**	**376,515**	**72%**	**17.3**

2018 Water withdrawal by site (thousand kL)	Surface water	Groundwater[1]	Precipitation[2]	Municipal water	Total water withdrawn
Ahafo	0	2,918	7,503	0	10,422
Akyem	583	2,143	11,925	0	14,651
CC&V	0	0	1,667	1,546	3,213
Carlin	286	46,983	1,551	0	48,820
Twin Creeks	0	19,896	950	0	20,847
Phoenix	0	5,901	994	0	6,895
KCGM	0	5,464	2,360	1,966	9,790
Boddington	4,588	4,522	8,672	45	17,827
Tanami	0	2,412	146	0	2,558
Yanacocha	0	23,443	40,552	0	63,995
Merian	0	926	29,639	0	30,565
Long Canyon	0	631	44	0	675
Total	**5,458**	**115,238**	**106,003**	**3,557**	**230,257**

[1] Groundwater does not include entrainment in ore.

[2] Precipitation does not include waste rock (TSF and heap leach only) at all facilities with the exception of Yanacocha, Akyem and Boddington which capture and treat.

2018 Total untreated water by destination and site (thousand kL)	Untreated discharge to external organizations for reuse	Untreated discharge to groundwater	Untreated discharge to sewers	Untreated discharge to surface water	Untreated discharge to ocean	Total untreated water discharge
Ahafo	0	0	0	3,686	0	3,686
Akyem	0	173	0	0	0	173
CC&V	0	0	0	57	0	57
Carlin	0	0	0	19,458	0	19,458
Twin Creeks	0	0	0	0	0	0
Phoenix	0	0	0	32	0	32
KCGM	43	2,789	0	0	0	2,832
Boddington	0	0	0	0	0	0
Tanami	0	0	0	0	0	0
Yanacocha	0	0	0	280	0	280
Merian	0	0	0	0	0	0
Long Canyon	0	0	0	54	0	54
Total	**43**	**2,962**	**0**	**23,568**	**0**	**26,573**

2018 Total treated water by destination and site (thousand kL)	Treated discharge to surface water by acid water treatment	Treated discharge by other	Treated discharge by process water treatment	Treated discharge by reverse osmosis	Treated discharge by sewage treatment	Total treated water discharge
Ahafo	0	0	0	1,360	0	1,360
Akyem	0	1,458	0	0	0	1,458
CC&V	0	0	0	0	0	0
Carlin	0	20,051	0	0	0	20,051
Twin Creeks	0	12,908	0	0	0	12,908
Phoenix	0	0	0	0	0	0
KCGM	0	0	0	0	0	0
Boddington	0	0	0	0	0	0
Tanami	0	0	0	0	0	0
Yanacocha	13,843	0	0	23,418	0	37,261
Merian	0	25,829	0	0	0	25,829
Long Canyon	0	0	0	0	0	0
Total	**13,843**	**60,247**	**0**	**24,778**	**0**	**98,868**

2018 Water withdrawal and discharge by category[1] and site (thousand kL)	Total water withdrawn				Total water discharged			
	Category 1	Category 2	Category 3	Total	Category 1	Category 2	Category 3	Total
Ahafo	7,503	2,918	0	10,422	5,046	0	0	5,046
Akyem	14,068	583	0	14,651	0	1,631	0	1,631
CC&V	3,213	0	0	3,213	57	0	0	57
Carlin	23,478	25,341	0	48,820	39,482	27	0	39,510
Twin Creeks	950	19,896	0	20,847	12,908	0	0	12,908
Phoenix	1,017	3,908	1,970	6,895	0	32	0	32
KCGM	4,326	0	5,464	9,790	0	0	2,832	2,832
Boddington	6,967	4,522	6,338	17,827	0	0	0	0
Tanami	146	1,241	1,171	2,558	0	0	0	0
Yanacocha	40,552	0	23,443	63,995	13,843	23,698	0	37,541
Merian	177	29,639	749	30,565	0	25,829	0	25,829
Long Canyon	675	0	0	675	54	0	0	54
Total	**103,073**	**88,049**	**39,135**	**230,257**	**71,391**	**51,218**	**2,832**	**125,441**

[1] Water quality categories are based on the Minerals Council of Australia definitions.

Water summary[1] (thousand kL)	2014	2015	2016	2017	2018
Total water withdrawn	**509,028**	**503,029**	**201,152**	**217,327**	**230,257**
Surface water	52,574	9,595	14,595	8,285	5,458
Groundwater	144,975	124,351	111,420	110,701	115,238
Precipitation	89,884	95,074	70,800	94,216	106,003
Municipal water	1,750	2,275	4,337	4,126	3,557
Ocean water used for processing	30,809	62,687	0	0	0
Ocean water used for cooling	189,036	209,048	0	0	0
Total water consumed (total withdrawn minus total discharged)	146,154	128,874	107,586	115,747	104,816
Total water recycled	229,011	185,742	227,960	297,379	271,699
Total water used (consumed + recycled)	375,165	314,616	335,546	413,126	376,515
Percent recycled (total water recycled/total water used)	61%	59%	68%	72%	72%

[1] Total water consumed, total water withdrawn, and ocean water used for processing and cooling decreased significantly beginning in 2016 due to the divestiture of our Batu Hijau operation in Indonesia.

2018 Total water discharge by destination (thousand kL)	2014	2015	2016	2017	2018
Untreated discharge to external organizations for reuse	507	557	0	0	43
Untreated discharge to groundwater	27,374	1,815	0	4,194	2,962
Untreated discharge to sewers	0	0	0	0	0
Untreated discharge to surface water	47,109	83,924	18,017	30,575	23,568
Untreated discharge to ocean	189,036	209,048	0	0	0
Total untreated water discharge	**264,026**	**295,344**	**18,017**	**34,769**	**26,573**
Treated discharge to surface water by acid water treatment	30,076	29,809	25,542	23,465	13,843
Treated discharge by other	53,220	38,882	35,858	27,795	60,247
Treated discharge by process water treatment	4,051	0	0	0	0
Treated discharge by reverse osmosis	11,066	10,120	14,149	15,551	24,778
Treated discharge by sewage treatment	434	0	0	0	0
Total treated discharge of water	**98,848**	**78,811**	**75,549**	**66,811**	**98,868**

2018 Consumptive water quality (ML)[1]	Total	As a % of total
Category 1	31,682	30%
Category 2	36,831	35%
Category 3	36,303	35%

[1] Water quality categories are based on the Minerals Council of Australia definitions.

GRI Content Index

General Disclosures

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
Organizational profile					
102-1 Name of the organization	Overview – Our Business				Yes
102-2 Activities, brands, products, and services	Overview – Our Business				Yes
102-3 Location of headquarters	Overview – Our Business				Yes
102-4 Location of operations	Overview – Our Business				Yes
102-5 Ownership and legal form	Overview – Our Business				Yes
102-6 Markets served	Overview – Our Business				Yes
102-7 Scale of the organization	Overview – Our Business People Data Appendix – Workforce Economic and Social Performance – Value Sharing – Performance 2018 10-K Report: pages 1–10				Yes
102-8 Information on employees and other workers	People Data Appendix – Workforce People Data Appendix – Employees by Type, Region, Gender and Category				Yes
102-9 Supply chain	Ethics, Integrity and Human Rights – Supply Chain Stewardship – Approach				Yes
102-10 Significant changes to the organization and its supply chain	Overview – Our Business – Significant Changes Ethics, Integrity and Human Rights – Supply Chain Stewardship – Performance				Yes
102-11 Precautionary Principle or approach	Ethics, Integrity and Human Rights – Risk Management – Approach 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.	7	Principle 2		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
102-12 External initiatives	Overview - Voluntary Commitments	8	Principle 1, 2	SDG17	Yes
102-13 Membership of associations	Overview - Voluntary Commitments	8, 9		SDG17	Yes
Strategy					
102-14 Statement from senior decision-maker	Overview – Message from the Chief Executive Officer Overview – Message from the Safety and Sustainability Committee Chair	2, 10			Yes
102-15 Key impacts, risks, and opportunities	Overview – Message from the Chief Executive Officer Overview – Message from the Safety and Sustainability Committee Chair Ethics, Integrity and Human Rights – Risk Management – Performance		Principle 4		Yes
Ethics and integrity					
102-16 Values, principles, standards, and norms of behavior	Overview – Our Business Ethics, Integrity and Human Rights – Approach	1, 2, 6, 10	Principle 1, 2, 4		Yes
102-17 Mechanisms for advice and concerns about ethics	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Ethics, Integrity and Human Rights – Approach Economic and Social Performance – Social Acceptance – Approach Newmont Ethics Solutions Tool	10	Principle 1, 2, 4		Yes
Governance					
102-18 Governance structure	Overview – Our Approach to Sustainability – Sustainability Strategy To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx.		Principle 1		Yes
102-19 Delegating authority	Overview – Our Approach to Sustainability – Sustainability Strategy	10	Principle 1, 2, 4		Yes
102-20 Executive-level responsibility for economic, environmental, and social topics	Overview – Our Approach to Sustainability – Sustainability Strategy	10	Principle 1, 2, 4		Yes
102-21 Consulting stakeholders on economic, environmental, and social topics	Overview – Stakeholder Engagement	10	Principle 1, 2, 4	SDG17	Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
102-22 Composition of the highest governance body and its committees	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines	10	Principle 1, 2, 4		
102-23 Chair of the highest governance body	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines	10	Principle 1, 2, 4		
102-24 Nominating and selecting the highest governance body	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines	10	Principle 1, 2, 4		
102-25 Conflicts of interest	Ethics, Integrity and Human Rights – Approach Corporate Governance Guidelines	10	Principle 1, 2, 4		
102-26 Role of highest governance body in setting purpose, values, and strategy	Overview – Our Approach to Sustainability – Sustainability Governance Corporate Governance Guidelines				
102-27 Collective knowledge of highest governance body	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines				
102-28 Evaluating the highest governance body's performance	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines				
102-29 Identifying and managing economic, environmental, and social impacts	Overview – Our Approach to Sustainability – Sustainability Strategy Overview – Our Approach to Sustainability – Sustainability Governance To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines		Principle 2, 4, 6		Yes
102-30 Effectiveness of risk management processes	Overview – Our Approach to Sustainability – Sustainability Strategy Overview – Our Approach to Sustainability - Sustainability Governance		Principle 4		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
102-31 Review of economic, environmental, and social topics	Overview – Our Approach to Sustainability – Sustainability Strategy Overview – Our Approach to Sustainability – Our Priorities				Yes
102-32 Highest governance body's role in sustainability reporting	Newmont Board of Directors Safety and Sustainability Committee Charter, Specific Duties #8 and #9: page 3, Feb 2016				Yes
102-33 Communicating critical concerns	Overview – Our Approach to Sustainability – Sustainability Governance Ethics, Integrity and Human Rights – Ethical Conduct – Approach To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx.				Yes
102-34 Nature and total number of critical concerns	Ethics, Integrity and Human Rights – Ethical Conduct – Approach Ethics, Integrity and Human Rights – Ethical Conduct – Performance Ethics, Integrity and Human Rights – Ethical Conduct – Significant Human Rights Events To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. We do not publicly disclose all critical 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.				Yes
102-35 Remuneration policies	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines				
102-36 Process for determining remuneration	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Corporate Governance Guidelines				
102-37 Stakeholders' involvement in remuneration	To be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx.				

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
102-38 Annual total compensation ratio	Not disclosed at regional level; the SEC requires disclosure of the ratio of the median total compensation for global employees to the total compensation of the CEO, which will be disclosed in our 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. Additional salary ratios are reported in the People Data Appendix, Salary Ratios tables				
102-39 Percentage increase in annual total compensation ratio	Not disclosed at regional level; the SEC requires disclosure of the ratio of the median total compensation for global employees to the total compensation of the CEO, which will be disclosed in the 2019 Proxy Statement, and will be comparable to the pay ratio disclosed on page 99 of the 2018 Proxy Statement. The 2019 Proxy Statement is expected to be available on Newmont's Investor Briefcase page once published.				

Stakeholder engagement

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
102-40 List of stakeholder groups	Overview – Stakeholder Engagement	Principle 10		SDG17	Yes
102-41 Collective bargaining agreements	People Data Appendix – Employees by Type, Region, Gender and Category				Yes
102-42 Identifying and selecting stakeholders	Overview – Stakeholder Engagement	Principle 10			Yes
102-43 Approach to stakeholder engagement	Overview – Stakeholder Engagement	Principle 10			Yes
102-44 Key topics and concerns raised	Overview – Stakeholder Engagement	Principle 10			Yes

Reporting practice

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
102-45 Entities included in the consolidated financial statements	Overview – About This Report	Principle 10			
102-46 Defining report content and topic Boundaries	Overview – About This Report Overview – Our Approach to Sustainability – Our Priorities	Principle 10			Yes
102-47 List of material topics	Overview – Our Approach to Sustainability – Our Priorities	Principle 10			Yes
102-48 Restatements of information	Overview – About This Report	Principle 10			Yes
102-49 Changes in reporting	Overview – About This Report	Principle 10			Yes
102-50 Reporting period	Overview – About This Report	Principle 10			Yes
102-51 Date of most recent report	Overview – About This Report	Principle 10			Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
102-52 Reporting cycle	Overview – About This Report		Principle 10		Yes
102-53 Contact point for questions regarding the report	Overview – About This Report		Principle 10		
102-54 Claims of reporting in accordance with the GRI Standards	Overview – About This Report		Principle 10		Yes
102-55 GRI content index	GRI Index		Principle 10		Yes
102-56 External assurance	Overview – About This Report Overview – Report Assurance Bureau Veritas North America Inc. Assurance Statement As a ICMM member company, Newmont is required to obtain third-party assurance for its annual sustainability report. Newmont's practice in regards to seeking external assurance for the report is to conduct a request for proposal (RFP) process every three years to evaluate and select the external assurance provider that best meets supplier and business function criteria. The RFP process follows standard supply chain practices to ensure a fair and objective selection process.		Principle 10		Yes

Specific Disclosures

PRIORITY ISSUE: VALUE SHARING (VS)

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Economic and Social Performance – Approach Economic and Social Performance – Value Sharing – Approach Economic and Social Performance – Value Sharing – Performance 2018 10-K Report: pages 116, 139–143	6, 10	Principle 1 Principle 2 Principle 9		Yes
GRI 201: Economic Performance 2016 201-1 Direct economic value generated and distributed	Economic and Social Performance – Value Sharing – Performance Newmont's economic value distributed and generated data reporting methodologies varies slightly from GRI disclosure guidance in order to provide greater accuracy, comparability and transparency for the data presented. All figures and assumptions are noted in data table footnotes; the overall disclosure aligns with the intent of the GRI 201-1 indicator. 2018 10-K Report: pages 1–2	6, 10	Principle 9		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
Non-GRI Disclosure: VS1 Taxes and royalties, effective tax rates	Economic and Social Performance – Value Sharing – Approach Economic and Social Performance – Value Sharing – Performance 2018 10-K Report: page 47–48	6, 10	Principle 9		Yes
Non-GRI Disclosure: VS2 Local Employment	Economic and Social Performance – Local Employment and Business Opportunities Economic and Social Performance – Local Employment and Skills Development	6, 10	Principle 9		Yes

PRIORITY ISSUE: ETHICAL CONDUCT (EC)

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Ethics, Integrity and Human Rights – Our Approach Ethics, Integrity and Human Rights – Ethical Conduct – Approach Ethics, Integrity and Human Rights – Ethical Conduct – Performance Ethics, Integrity and Human Rights – Ethical Conduct – Case Study Ethics, Integrity and Human Rights – Compliance and Conformance – Approach Ethics, Integrity and Human Rights – Compliance and Conformance – Performance	10	Principle 1, 6		Yes
GRI 205: Anti-corruption 2016 205-1 Operations assessed for risks related to corruption"	Ethics, Integrity and Human Rights – Ethical Conduct – Performance 2018 10-K Report: pages 18, 36–37	10	Principle 1		Yes
205-2 Communication and Training about anti-corruption policies and procedures	Ethics, Integrity and Human Rights – Ethical Conduct – Performance 2018 10-K Report: pages 18, 36–37	10	Principle 1		Yes
205-3 Confirmed incidents of corruption and actions taken	Ethics, Integrity and Human Rights – Ethical Conduct – Performance 2018 10-K Report: pages 18, 36–37				Yes
GRI 206: Anti-competitive Behavior 2016 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2018 10-K Report: page 34				Yes
GRI 415: Public Policy 2016 415-1 Political contributions	Ethics, Integrity and Human Rights – Ethical Conduct – Performance Newmont Policy Influence: 2018 Political Contributions Report Newmont Policy Influence: 2018 Trade Association Memberships Report.	10	Principle 1		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 307: Environmental Compliance 2016 307-1 Non-compliance with environmental laws and regulations	Ethics, Integrity and Human Rights – Compliance and Conformance – Performance Newmont had one case brought through a dispute resolution mechanism in 2018. At our Boddington, Australia location, the Department of Water and Environmental Regulation (DWER) received a complaint of a low frequency humming noise allegedly generated by drilling machinery. On November 5, 2018, the DWER Environmental Noise Branch conducted a noise level examination and analysis. DWER concluded there was no link between the low frequency humming noise experienced by the complainant and Newmont operations.		Principle 6		Yes

PRIORITY ISSUE: CYANIDE MANAGEMENT (CM)

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Environmental Stewardship – Cyanide Management – Approach Environmental Stewardship – Cyanide Management – Performance Environmental Stewardship – Tailings, Waste and Emissions – Approach 2018 10-K Report: pages 10, 27 ICMC Directory of Signatory Companies: https://www.cyanidecode.org/signatory-companies/directory-of-signatory-companies				Yes
Non-GRI Disclosures: International Cyanide Management Code disclosures (ICMC, or "the Cyanide Code")	Cyanide Code reporting: Data Appendix – Environmental Data Appendix – Cyanide Management Cyanide Code Compliance: ICMC Newmont Audit and Certifications: https://www.cyanidecode.org/signatory-company/newmont-mining-corporation				Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
PRIORITY ISSUE: ENERGY AND CLIMATE CHANGE (CC)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Environmental Stewardship – Energy and Climate Change – Approach Environmental Stewardship – Energy and Climate Change – Performance Environmental Stewardship – Energy and Climate Change – Case Study Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com Carbon offsets are not used to meet our GHG intensity reduction target; Newmont does not use carbon offsets.	8, 9	Principle 1, 6, 10		Yes
GRI 201:Economic Performance 2016 201-2 Financial implications and other risks and opportunities due to climate change	Overview – Our Approach to Sustainability – Sustainability Strategy Environmental Stewardship – Energy and Climate Change – Preparing for a New Era of Climate-Related Disclosures Environmental Stewardship – Energy and Climate Change – Approach 2018 10-K Report: pages 27–28 Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 1		Yes
GRI 305: Emissions 2016 305-1 Direct (Scope 1) GHG emissions	Environmental Stewardship – Energy and Climate Change – Performance Environmental Data Appendix – Energy and Climate Change Newmont's Scope 1 GHG emissions gases measure CO_2, CH_4, N_2O, HFCs, PFCs, and SF6. Newmont reports biogenic CO_2 emissions in its CDP responses. Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com Newmont uses emissions factors from the Climate Registry: General Reporting Protocol and the Australia National Greenhouse Accounts Factor. Emissions are reported based on operational control.	8, 9	Principle 6, 10		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 305: Emissions 2016 305-2 Energy indirect (Scope 2) GHG emissions"	Environmental Stewardship – Energy and Climate Change – Performance Environmental Data Appendix – Energy and Climate Change Newmont's Scope 2 GHG emissions gases measure CO_2, CH_4, N_2O, HFCs, PFCs, and SF_6. Newmont reports biogenic CO_2 emissions in its CDP responses. Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com Newmont uses emissions factors from the Climate Registry: General Reporting Protocol and the Australia National Greenhouse Accounts Factor. Emissions are reported based on operational control.	8, 9	Principle 6, 10		Yes
GRI 305: Emissions 2016 305-3 Other indirect (Scope 3) GHG emissions	Newmont publishes Scope 3 GHG emissions in its annual CDP Climate Change Questionnaire, using the Greenhouse Gas Protocol Quantis Scope 3 Estimator, which estimates 100% of Scope 3 emissions based on suppliers or value chain partners charges to Newmont. Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 6, 10		Yes
GRI 305: Emissions 2016 305-4 GHG emissions intensity	Environmental Stewardship – Energy and Climate Change – Performance Newmont's Scope 2 GHG emissions gases measure CO_2, CH_4, N_2O, HFCs, PFCs, and SF_6. Newmont reports biogenic CO_2 emissions in its CDP responses. Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com Newmont uses emissions factors from the Climate Registry: General Reporting Protocol and the Australia National Greenhouse Accounts Factor. Emissions are reported based on operational control.	8, 9	Principle 6, 9		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 302: Energy 2016 302-1 Energy consumption within the organization	Environmental Stewardship – Energy and Climate Change – Performance Environmental Data Appendix – Energy and Climate Change Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 6, 9		Yes
GRI 302: Energy 2016 302-2 Energy consumption outside of the organization	Environmental Stewardship - Energy and Climate Change - Performance Environmental Data Appendix - Energy and Climate Change Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 6, 9		Yes
GRI 302: Energy 2016 302-3 Energy intensity	Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 6, 9		Yes
GRI 302: Energy 2016 302-4 Reduction of energy consumption	Refer to the CDP Climate Change 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Climate Change 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 6, 9		Yes

PRIORITY ISSUE: WATER STEWARDSHIP (WS)

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 103: Management Approach 2018	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Overview – Our Approach to Sustainability – Making an Impact on the Sustainable Development Goals Environmental Stewardship – Water – Approach Environmental Stewardship – Water – Performance 2018 10-K Report: pages 17, 114 CDP Water Security 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Water Security 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 1	SDG6	Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 303: Water and Effluents 2018 303-1 Interactions with water as a shared resource	Environmental Stewardship – Water – Approach Environmental Stewardship – Water – Performance Environmental Stewardship – Water – Case Study Environmental Data Appendix – Water CDP Water Security 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Water Security 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 6, 9	SDG6	Yes
GRI 303: Water and Effluents 2018 303-2 Management of water-discharge related impacts	Environmental Stewardship – Water – Approach Environmental Stewardship – Water – Performance CDP Water Security 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Water Security 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 8, 9		Yes
GRI 303: Water and Effluents 2018 303-3 Water withdrawal	Environmental Stewardship – Water – Performance Environmental Data Appendix – Water Water quality categories referenced in water performance and data appendix are based on the Minerals Council of Australia publication, Water Accounting Framework for the Minerals Industry, page 12, available at http://minerals.org.au/sites/default/files/WAF_UserGuide_v1.3_(Jan_2014).pdf	8, 9	Principle 8, 9		Yes
GRI 303: Water and Effluents 2018 303-4 Water discharge	Environmental Stewardship – Water – Performance Environmental Data Appendix – Water Water quality categories referenced in water performance and data appendix are based on the Minerals Council of Australia publication, Water Accounting Framework for the Minerals Industry, page 12, available at http://minerals.org.au/sites/default/files/WAF_UserGuide_v1.3_(Jan_2014).pdf	8, 9	Principle 6, 9		Yes
GRI 306: Effluents and Waste 2016 306-1 Water discharge by quality and destination	Environmental Data Appendix – Water CDP Water Security 2019 Questionnaire (covers 2018 performance), to be published fall 2019, and the CDP Water Security 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 8, 9		Yes
GRI 306: Effluents and Waste 2016 306-5 Water bodies affected by water discharges and/or 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, 9	Principle 6, 9		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 303: Water and Effluents 2018 303-5 Water consumption	Environmental Stewardship – Water – Performance Environmental Data Appendix – Water Total water consumption from all areas with water stress is reported in our CDP Water Security 2019 Questionnaire (covers 2018 performance, to be published fall 2019), and CDP Water Security 2018 Questionnaire (covers 2017 performance), available at CDP.net and on Newmont.com	8, 9	Principle 6, 9		Yes
PRIORITY ISSUE: BIODIVERSITY (BI)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Materiality Matrix Environmental Stewardship – Biodiversity – Approach Environmental Stewardship – Biodiversity – Performance	8	Principle 1		Yes
GRI 304: Biodiversity 2016 304-1 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	Principle 6, 7		Yes
GRI 304: Biodiversity 2016 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Environmental Data Appendix – Biodiversity Impacts	8	Principle 6, 7		Yes
GRI Metals and Mining Sector Supplement MM2 The number and percentage of total sites identified as requiring biodiversity management plans, and the number and percentage of those sites with a plan in place	Environmental Data Appendix – Biodiversity Impacts	8	Principle 6, 7	SDG6	Yes
PRIORITY ISSUE: EMISSIONS, EFFLUENTS AND WASTE (EW)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Environmental Stewardship – Tailings, Waste and Emissions – Approach Environmental Stewardship – Tailings, Waste and Emissions – Performance	8, 9	Principle 1		Yes
GRI 305: Emissions 2016 305-7 Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	Environmental Stewardship – Tailings, Waste and Emissions – Performance Environmental Data Appendix – Air Quality	8, 9	Principle 6, 10		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 306: Effluents and Waste 2016 306-2 Waste by type and disposal method	Environmental Stewardship – Tailings, Waste and Emissions – Performance Environmental Data Appendix – Waste Management	8, 9	Principle 6, 8		Yes
GRI 306: Effluents and Waste 2016 306-3 Significant spills	Environmental Data Appendix – Environmental Releases There were no significant spills in 2018.	8,9	Principle 6, 8		Yes
GRI 301: Materials 2016 301-1 Materials used by weight or volume	Environmental Data Appendix – Estimated materials usage summary, 2018 materials usage by site	8	Principle 1		Yes

PRIORITY ISSUE: TALENT ATTRACTION AND RETENTION (TA)

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Our People – Our Workplace – Approach Our People – Our Workplace – Performance	3, 6	Principle 1		Yes
GRI 401: Employment 2016 401-1 New employee hires and employee turnover	People Data Appendix – Hiring – 2018 New Hires	3, 6	Principle 3		Yes
GRI 401: Employment 2016 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Workforce – Performance – Benefits by major operations	3, 6	Principle 3		Yes
GRI 404: Training and Education 2016 404-2 Programs for upgrading employee skills and transition assistance programs	Our People – Our Workplace – Approach Our People – Our Workplace – Performance		Principle 3, 5		Yes
GRI 404: Training and Education 2016 404-3 Percentage of employees receiving regular performance and career development reviews	People Data Appendix – Hiring				Yes
GRI 201: Economic Performance 201-3 Defined benefit plan obligations and other retirement plans	Our Workforce – Performance – Benefits by major operations 2018 10-K Report: pages 139–143				Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
PRIORITY ISSUE: LABOR-MANAGEMENT RELATIONS (LR)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Materiality Matrix Our People – Our Workplace – Approach Our People – Our Workplace – Performance Regarding grievance mechanisms, 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.	3, 6	Principle 1	SDG8	Yes
GRI 407: Freedom of Association and Collective Bargaining 2016 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2018 10-K Report: pages 19, 142 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	Principle 1, 3		Yes
PRIORITY ISSUE: SAFETY AND HEALTH (SH)					
GRI 103: Management Approach 2018	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Our People – Health – Approach Our People – Health – Performance Our People – Safety – Approach Our People – Safety – Performance Newmont Board of Directors Safety and Sustainability Committee Charter, Specific Duties #8 and #9: page 3, Feb 2016 Newmont.com Health and Safety (Prevention, Safety Leadership, Health), available at: https://www.newmont.com/sustainability/health-and-safety/default.aspx	1	Principle 1, 5		Yes
GRI 403: Occupational Health and Safety 2018 403-1 Occupational health and safety management system	Our People – Safety – Approach Our People – Safety – Performance Newmont.com Health and Safety (Prevention, Safety Leadership, Health), available at: https://www.newmont.com/sustainability/health-and-safety/default.aspx		Principle 4, 5		Yes
GRI 403: Occupational Health and Safety 2018 403-2 Types of injury and rates of injury, occupational diseases, lost days and number of work-related fatalities	Our People – Health – Approach Our People – Health – Performance Our People – Safety – Approach Our People – Safety – Performance Newmont.com Health and Safety (Prevention, Safety Leadership, Health), available at: https://www.newmont.com/sustainability/health-and-safety/default.aspx		Principle 4, 5		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 403: Occupational Health and Safety 2018 403-4 Worker participation, consultation, and communication on occupational health and safety	Our People – Safety – Approach Newmont.com Health and Safety (Prevention, Safety Leadership, Health), available at: https://www.newmont.com/sustainability/health-and-safety/default.aspx 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.		Principle 4, 5		Yes
GRI 403: Occupational Health and Safety 2018 403-5 Worker training on occupational health and safety	Our People – Safety – Approach		Principle 5		Yes
GRI 403: Occupational Health and Safety 2018 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our People – Health – Approach Our People – Health – Performance Our People – Safety – Approach Our People – Safety – Performance Newmont.com Health and Safety (Prevention, Safety Leadership, Health), available at: https://www.newmont.com/sustainability/health-and-safety/default.aspx		Principle 5		Yes
GRI 403: Occupational Health and Safety 2018 403-9 Work-related injuries	Our People – Safety – Approach Our People – Safety – Performance		Principle 5		Yes

PRIORITY ISSUE: INCLUSION AND DIVERSITY (ID)

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Our People – Our Workplace – Performance – Global Inclusion and Diversity Overview – Our Business – Strategy	1, 2, 6	Principle 1	SDG5	Yes
GRI 405: Diversity and Equal Opportunity 2016 405-1 Diversity of governance bodies and employees	Our People – Our Workplace – Performance – Global Inclusion and Diversity People Data Appendix – Employees, by Type, Region, Gender and Category Board of Directors diversity disclosures based on gender, nationality, age, tenure, and ethnicity will be reported in 2019 Proxy Statement, available from our Investor Relations SEC Filings page at https://www.newmont.com/investor-relations/financial-reports/sec-filings/default.aspx. For 2018 diversity disclosures, refer to the 2018 Proxy (covering 2017 year), pages 3 and 8. Newmont reports diversity measures for employees by category and gender, but does not publicly disclose minority or vulnerable group categories below the Board of Director level.	6	Principle 3		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 405: Diversity and Equal Opportunity 2016 405-2 Ratio of basic salary and remuneration of women to men	People Data Appendix – Employees, by Type, Region, Gender and Category	6	Principle 3		Yes
PRIORITY ISSUE: HUMAN RIGHTS (HR)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Ethics, Integrity and Human Rights – Human Rights – Approach Ethics, Integrity and Human Rights – Human Rights – Performance Ethics, Integrity and Human Rights – Human Rights – Case Study	1, 2	Principle 1, 2		Yes
GRI 412: Human Rights Assessment 2016 412-1 Operations that have been subject to human rights reviews or impact assessments	Ethics, Integrity and Human Rights – Human Rights – Approach Ethics, Integrity and Human Rights – Human Rights – Performance Ethics, Integrity and Human Rights – Human Rights – Case Study	3, 10	Principle 1, 2		Yes
GRI 412: Human Rights Assessment 2016 412-2 Employee training on human rights policies or procedures	Ethics, Integrity and Human Rights – Human Rights – Performance	3, 10	Principle 1, 2		Yes
GRI 410: Security Practices 2016 410-1 Security personnel trained in human rights policies or procedures	Ethics, Integrity and Human Rights – Human Rights – Performance	1, 2	Principle 1, 3		Yes
PRIORITY ISSUE: SOCIAL ACCEPTANCE (SA)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Economic and Social Performance – Social Acceptance – Approach Economic and Social Performance – Social Acceptance – Performance		Principle 1, 2, 9		Yes
GRI 413: Local Communities 2016 413-1 Operations with local community engagement, impact assessments, and development programs	Economic and Social Performance – Social Acceptance – Performance		Principle 2, 3, 4, 9		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
GRI 413: Local Communities 2016 MM6 Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples	Economic and Social Performance – Social Acceptance – Performance Disputes related to land use: Ethics, Integrity and Human Rights – Human Rights – Significant Human Rights Events 2018 10-K Report: pages 23, 168 Chaupe Family Land Dispute Newmont did not experience significant disputes relating to customary rights of local communities and indigenous peoples in 2018.		Principle 2, 3, 4, 9		Yes
GRI Mining and Metals Sector Supplement 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	Economic and Social Performance – Social Acceptance – Community Relationships Economic and Social Performance – Social Acceptance – Performance Economic and Social Performance – Social Acceptance – Performance – Community Relationships		Principle 2, 3, 4, 9		Yes
GRI Mining and Metals Sector Supplement MM8 Artisanal and Small Scale Mining 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 – Social Acceptance – Approach Economic and Social Performance – Social Acceptance – Performance Newmont sites where ASM takes place on/adjacent to are located in Ghana (Afaho and Akyem), South America (Suriname, Yanacocha) and US (CC&V). 2018 10-K Report: page 24		Principle 1, 5, 9	SDG3, SDG6, SDG8	Yes
GRI Mining and Metals Sector Supplement MM9 Resettlement 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 – Social Acceptance – Performance	1, 2	Principle 5, 9		Yes
GRI Metals and Mining Sector Supplement MM5 Indigenous Rights Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities	Economic and Social Performance – Social Acceptance – Performance	1, 2	Principle 3		Yes
GRI 411: Rights of Indigenous Peoples 2016 411-1 Incidents of violations involving rights of indigenous peoples	Economic and Social Performance – Social Acceptance – Approach Economic and Social Performance – Social Acceptance – Performance No identified incidents of violations involving the rights of indigenous peoples occurred during the reporting period.	1, 2	Principle 1, 3		Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
PRIORITY ISSUE: SUPPLY CHAIN STEWARDSHIP (SC)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Ethics, Integrity and Human Rights – Supply Chain Stewardship – Approach Ethics, Integrity and Human Rights – Supply Chain Stewardship – Performance		Principle 1, 2		Yes
GRI 414: Supplier Social Assessment 414-1 New suppliers that were screened using social criteria	Ethics, Integrity and Human Rights – Supply Chain Stewardship – Performance				Yes
GRI 204: Procurement Practices 2016 204-1 Proportion of spending on local suppliers	Economic and Social Performance – Local Employment and Business Opportunities		Principle 2, 9, 10		Yes
GRI 417: Marketing and Labeling 2016 417-1 Requirements for product and service information and labeling	Newmont completes an annual independent assurance process to verify compliance with the World Gold Council's Conflict-Free Gold Standard. Newmont 2018 Conflict-Free Gold Report		Principle 8		Yes
GRI 417: Marketing and Labeling 2016 417-2 Incidents of non-compliance concerning product and service information and labeling	No 2017 incidents of non-compliance with the World Gold Council's Conflict-Free Gold Standard; Newmont's 2019 Conflict-Free Gold Report (covering 2018) will be published summer of 2019.				Yes
PRIORITY ISSUE: CLOSURE AND RECLAMATION (CM)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Materiality Matrix Environmental Stewardship – Closure and Reclamation – Approach Environmental Stewardship – Closure and Reclamation – Performance 2018 10-K Report: page 27	8	Principle 1, 2, 6, 9, 10		Yes
GRI Metals and Mining Sector Supplement MM10 Number and percentage of operations with closure plans	Environmental Stewardship – Closure and Reclamation – Approach	8	Principle 1, 2, 6, 9, 10		Yes
GRI Metals and Mining Sector Supplement MM1 Amount of land disturbed or rehabilitated	Environmental Data Appendix – Closure and Reclamation	8	Principle 6, 7	SDG3, SDG6	Yes

Disclosure	Response, Page number(s) and/or URL(s)	UNGC Principles Reference	ICMM Principles Reference	Prioritized SDGs	External Assurance
PRIORITY ISSUE: TAILINGS MANAGEMENT (TM)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Environmental Stewardship – Tailings, Waste and Emissions – Approach Environmental Stewardship – Tailings, Waste and Emissions – Case Study 2018 10-K Report: page 29 Newmont Tailings Fact Sheet, Feb 2019		Principle 6		Yes
GRI Metals and Mining Sector Supplement MM3 Total amount of overburden, rock, tailings and sludges and their associated risks	Environmental Stewardship – Tailings, Waste and Emissions – Performance Environmental Data Appendix – Waste Management	8, 9	Principle 6, 8		Yes
PRIORITY ISSUE: INFORMATION TECHNOLOGY (IT)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Ethics, Integrity and Human Rights – Risk Management – Approach 2018 10-K Report: page 21				Yes
Non-GRI Disclosure: Key performance indicators	Newmont's cyber-security performance measures are business confidential and not disclosed.				Yes
PRIORITY ISSUE: RISK AND CRISIS MANAGEMENT (RM)					
GRI 103: Management Approach 2016	Overview – Our Approach to Sustainability – Public Targets Overview – Our Approach to Sustainability – Materiality Matrix Refer to GRI Standard Disclosure 102-30 Ethics, Integrity and Human Rights – Risk Management – Approach Ethics, Integrity and Human Rights – Risk Management – Case Study		Principle 4		Yes
Non-GRI Disclosure: Key performance indicators	Key performance indicators for this priority issue are addressed in various sections of the report, respective to specific risks (human rights, climate risk, etc.).				Yes

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.

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?	Code of Conduct Supplier Code of Conduct Sustainability & Stakeholder Engagement Policy Human Rights Standard Guide to Respecting Human Rights Human Rights: Approach
A1.1	How was it developed?	Guide to Respecting Human Rights: Human Rights Standard section Human Rights Standard Human Rights: Approach
A1.2	Whose human rights does the public commitment address?	Guide to Respecting Human Rights: Human Rights Standard section Human Rights Standard Human Rights: Approach
A1.3	How is the public commitment disseminated?	Newmont website Beyond the Mine
Embedding Respect		
A2	How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	Newmont website UN Guiding Principles Reporting Framework – Early Adopter Human Rights: 2018 Performance Compliance and Conformance: Approach
A2.1	How is day-to-day responsibility for human rights performance organized within the company and why?	Human Rights: Approach Guide to Respecting Human Rights: Accountability section
A2.2	What kinds of human rights issues are discussed by senior management and the Board, and why?	Human Rights: Approach Guide to Respecting Human Rights: Accountability section
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?	Code of Conduct Human Rights: 2018 Performance Supply Chain Stewardship: Approach
A2.4	How does the company make clear in its business relationships the importance it places on respect for human rights?	Supply Chain Stewardship: Approach Supplier Code of Conduct
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?	Human Rights: Case Study

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: Salient Human Rights Risks section
B3	Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	Report on all geographies
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.	None to report

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?	Code of Conduct Health and Safety Policy Fatality Risk Management Standards Emergency Preparedness and Response Standard Tailings and Heap Leach Management Standard Cyanide Code Water Management Standard Sustainability and Stakeholder Engagement Policy Local Procurement and Employment Standard Rapid Response system Voluntary Principles on Security and Human Rights Our Approach to Sustainability: Framework Guide to Respecting Human Rights: Salient Human Rights Risks section
C1.1	How does the company make clear the relevance and significance of such policies to those who need to implement them?	Guide to Respecting Human Rights 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: Salient Human Rights Risks section
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: Salient Human Rights Risks section
C2.2	During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Guide to Respecting Human Rights: Salient Human Rights Risks section Stakeholder Engagement

Section of the framework		Where addressed (page, document, link)
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 Health: Approach, 2018 Performance Safety: Approach, 2018 Performance Our Workplace: 2018 Performance Workforce Rights: 2018 Performance Human Rights: Approach Local Employment and Business Opportunities: Approach Indigenous Peoples: Approach Resettlement and Land Use: Approach

Assessing impacts

C3	How does the company identify any changes in the nature of each salient human rights issue over time?	Human Rights: Approach, Case Study
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?	Human Rights: 2018 Performance Health: 2018 Performance Safety: 2018 Performance Resettlement and Land Use: 2018 Performance Indigenous Peoples: 2018 Performance Water: 2018 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?	Compliance and Conformance: 2018 Performance

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, Case Study
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?	Our Approach to Sustainability 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?	Health: Approach Safety: Approach, 2018 Performance Resettlement and Land Use: Approach, 2018 Performance Human Rights: Approach, 2018 Performance Indigenous Peoples: Approach, 2018 Performance Water: Approach, 2018 Performance Guide to Respecting Human Rights

Tracking Performance

C5	How does the company know if its efforts to address each salient human rights issue are effective in practice?	Human Rights: 2018 Performance Safety: 2018 Performance Resettlement and Land Use: 2018 Performance Indigenous Peoples: 2018 Performance Water: 2018 Performance

Section of the framework		Where addressed (page, document, link)
C5.1	What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	Safety: 2018 Performance Resettlement and Land Use: 2018 Performance Human Rights: 2018 Performance Indigenous Peoples: 2018 Performance Water: 2018 Performance
Remediation		
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?	Community Relationships: Approach Ethics Solutions Tool
C6.1	Through what means can the company receive complaints or concerns related to each salient issue?	Guide to Respecting Human Rights Community Relationships: Approach Ethics Solutions Tool
C6.2	How does the company know if people feel able and empowered to raise complaints or concerns?	Guide to Respecting Human Rights Community Relationships: Approach
C6.3	How does the company process complaints and assess the effectiveness of outcomes?	Guide to Respecting Human Rights Community Relationships: Approach
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?	Community Relationships: 2018 Performance
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?	Community Relationships: 2018 Performance Human Rights: Case Study