

2022

# Sustainability Report



# Contents

About Newcrest	3
FY22 Highlights	4
This Report	6
Our Leaders	8
Our Sustainability Approach	12
Our Stakeholders	13
Governance and Risk Management	15
Materiality	18
Our People	20
A Safe and Healthy Workplace	22
Community Partnerships	27
Human Rights	37
Cultural Heritage	42
Climate Change	44
Environment	54
Growth and Financial Sustainability	68
Transparent and Ethical Business	70
Our FY22 Targets	73
Our Performance Data	74
Independent Limited Assurance Statement	102
Disclaimers	104
Corporate Directory	106



Front cover image by Kendra Campbell, taken at Telfer, WA, Australia.



Brucejack, BC, Canada. Image by Travis Neenan.

# About Newcrest

Newcrest is the largest gold producer listed on the Australian Securities Exchange (ASX, TSX, PNGX: NCM) and is one of the world's largest gold mining companies.

We operate gold and copper mines in Australia, Canada and Papua New Guinea (PNG) and have a strong pipeline of organic growth and exploration projects.

We are committed to:

- Creating a work environment where everyone can go home safe and healthy every day, and where everyone actively contributes to this outcome;
- Operating and developing mines in line with environmental, social and governance practices;
- Developing a diverse workforce; and
- Maintaining strong relationships with communities and governments.

## Our Values



Caring about people



Integrity and honesty



Working together



Innovation and problem solving



High performance

## Our Aspirations



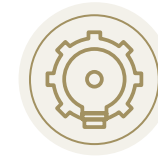
We are a safe and sustainable business



We have the best people



We are outstanding operators



We are a leader in innovation and creativity



We grow profitably

### Our Purpose

To create a brighter future for people through safe and responsible mining.

### Our Vision

To be the Miner of Choice:

- Valued by our people and communities
- Respected by our partners, customers, suppliers and peers
- Celebrated by our owners.

### Our Edge

Collaboration, innovation and an owner's mindset.

# FY22 Highlights

Respect@Work program continues with a **dedicated team** focused on actions aiming to prevent sexual assault and sexual harassment

Increased **global female representation**<sup>1</sup> from  
**15.6% → 16.5%**

Released second  
**Modern Slavery Statement**

Procurement Policy redrafted to incorporate **sustainability commitments** (including human rights) and to integrate sustainability criteria into supplier evaluations

Community Support Fund contributed to  
**67**  
initiatives since April 2020

**\$50m**  
contributed in  
community expenditure<sup>2</sup>

Group water stewardship  
**framework and target developed**

Announced Newcrest Sustainability Fund with a  
**A\$10m**  
commitment in FY23

Completed **electric vehicle trade-off studies** for Cadia, Red Chris and Havieron

Implemented  
**Biodiversity Action Plans** at operational sites<sup>1</sup>

Statutory and Underlying profit of  
**\$872m**

The **Group Net Zero Emissions Roadmap** has identified key steps for Newcrest to deliver its goal of **net zero Scope 1 and Scope 2 carbon emissions** by 2050<sup>3</sup>

1 Australian, PNG and Red Chris operations only (excludes Brucejack).

2 All financial data presented in this Sustainability Report is in US dollars unless otherwise stated.

3 Newcrest intends to work across its value chain to reduce its Scope 3 emissions.



  
Brucejack, BC, Canada.  
Image by Travis Murphy.

# This Report

Newcrest has reported in accordance with the Global Reporting Initiative (GRI) Standards for the period 1 July 2021 to 30 June 2022 (FY22). This report aligns with our membership requirements for the International Council on Mining and Metals (ICMM), World Gold Council (WGC) and the Minerals Council of Australia (MCA).

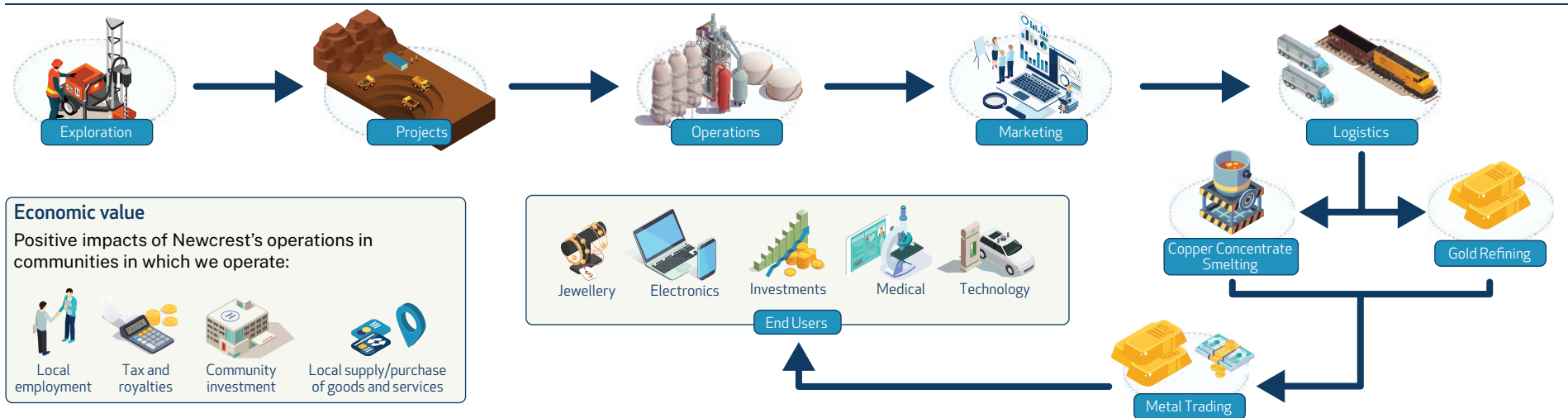
The reporting boundary of Newcrest’s sustainability performance includes all operations controlled in FY22, excluding projects, corporate offices and exploration sites, unless stated otherwise. While reference is made to the acquisition of Brucejack in Canada in February 2022, sustainability data related to the operation is not included in company totals for FY22. We intend to aggregate sustainability data from Brucejack in the FY23 reporting.

The scope of this report includes data for FY22. Where noted, references are made to historical comparative results. All financial data is presented in USD unless stated otherwise. References to ‘Newcrest’, ‘the Company’, ‘we’ and ‘our’ are to Newcrest Mining Limited. Data relating to Joint Ventures (JVs) and subsidiaries is included only when explicitly stated. Any data requiring restatement is noted within this report.

This report is prepared for all stakeholders with an interest in the mining industry and/or the sustainability performance of Newcrest. It should be read in conjunction with Newcrest’s Annual Report, our GRI content index, and supplementary data, which are available at [www.newcrest.com](http://www.newcrest.com)

We welcome your feedback at [sustainabilityfeedback@newcrest.com.au](mailto:sustainabilityfeedback@newcrest.com.au)

## Newcrest Value Chain





## Canada

- **Red Chris JV<sup>1</sup>**  (incl. the GJ property)  
British Columbia  
70% Newcrest Ownership  
**42koz 21kt**
- **Brucejack**   
British Columbia  
100% Newcrest Ownership  
**114koz<sup>2</sup>**

### Asset type

- Producing Assets
- Advanced Projects
- Exploration Projects

### Mining method

-  Open pit mining
-  Underground mining

### Exploration projects

- FI Farm-In
- JV Joint Venture
- O Option
- EI Equity Investment
- 100% 100% Newcrest Tenement

### FY22 Production

- Gold
- Copper

## Fiji

- **Namosi JV**  
Waisoi Project  
Namosi Province  
72.88% Newcrest Ownership

## Papua New Guinea

- **Lihir**   
New Ireland Province  
100% Newcrest Ownership  
**687koz**
- **Wafi-Golpu JV**  
Morobe Province  
50% Newcrest Ownership


## Mexico

- **Azucar Minerals (EI)**

## Ecuador

- **Fruta del Norte**   
Zamora-Chinchipe Province  
32% Newcrest Ownership<sup>3</sup>  
**144koz**
- **Lundin Gold (JV)**
- **SolGold (EI)**
- **Porphyry Targets (100%)**

## Australia

- **Telfer**    
Western Australia  
100% Newcrest Ownership  
**408koz 14kt**
- **Havieron JV & FI**  
Pilbara, Western Australia  
70% Newcrest Ownership<sup>4</sup>
- **Cadia**   
Orange, New South Wales  
100% Newcrest Ownership  
**561koz 85kt**
- **Juri (JV & FI)**
- **Wilki (JV & FI)**
- **Antipa (FI)**
- **Second Junction Reefs Project (JV)**
- **Tennant East (100%)**

## Chile

- **MP Properties (O)**

1. Production and financial outcomes represent Newcrest's 70% share.

2. Newcrest completed the Pretium transaction on 9 March 2022. In accordance with accounting standards, the acquisition date has been determined to be 25 February 2022. All Brucejack figures relating to FY22 represent the period since Newcrest's acquisition.

3. The production outcome shown represents Newcrest's 32% attributable share, through its 32% equity interest in Lundin Gold Inc. The outcomes for Fruta del Norte have been sourced from Lundin Gold's news releases and have been aggregated to reflect the twelve-month period ended 30 June 2022.

4. The Havieron Project is operated by Newcrest under a Joint Venture Agreement with Greatland Gold. Newcrest holds a 70% interest in the Havieron Project (Greatland Gold 30%).

# Our Leaders



## Message from the Managing Director & CEO

**We believe that success is more than just delivering strong financial performance. We understand that society, shareholders and indeed employees expect more. People want companies to demonstrate a social purpose and are increasingly holding companies to account for the decisions and actions they take.**

At Newcrest, our purpose is clear – *Creating a brighter future for people through safe and responsible mining*. Sustainability is not a

buzzword in our company. It is fundamental to the way we do business and is an imperative for our continued success.

Being a safe and sustainable business is a core pillar of our strategic business plan, and this year we strengthened our sustainability approach when we established our Integrated Sustainability Framework. Focused on four key areas – improving people’s lives, respecting the environment, being a trusted company, and building a business for the future – the Framework sets the foundation for our continued focus and deliberate action to help shape a positive future for people, communities and society, locally and globally. While all of our sustainability goals are important and critical to the success of Newcrest, I would like to highlight a few key areas that we have been actioning.

### **A helping hand in times of need**

Life changed for many people when the COVID-19 pandemic spread across the globe in early 2020. In response, we established a dedicated A\$20 million support fund to assist communities’ preparations and response to the pandemic. Working with communities in Newcrest’s key areas of operations, from April 2020 to June 2022, we supported 67 initiatives through the fund, to a total value of A\$11.4 million.

It was a great privilege to be able to lend a helping hand to people in their time of need. Building on the success of this pandemic-specific fund, we established the Newcrest Sustainability Fund in 2022, with a A\$10 million commitment in FY23 which may include multi-year projects. The budget will be reviewed on an annual basis.

### **Building our roadmap to net zero**

Climate change is one of the greatest challenges of our time. As one of the world’s largest gold mining companies, we know we have a role in reducing carbon emissions. Last year we announced our new goal of net zero carbon emissions by 2050, which relates to our Scope 1 and Scope 2 emissions, though we continue to work across our value chain to reduce Scope 3 emissions.

This year, we mobilised a team dedicated to developing a technological roadmap that will put us on course towards decarbonisation, including our supply chain, as a critical part of building a business for the future.

Our decarbonisation journey so far has included some exciting pilots and studies into electric vehicles, Hybrid Load Haul Dump (LHD) trials, and the ongoing implementation of a battery electric truck fleet at the newly acquired Brucejack mine. The innovation potential is immense and makes me optimistic about how society responds to this great challenge.



## Everyone has the right to be and feel safe

On 22 October 2022, one of our colleagues working at Brucejack never made it home from work. For their family, friends and close colleagues, life will never be the same. Nor will it be the same for all of us at Newcrest. The loss of a colleague is far reaching and long lasting. When a life is lost the profound sadness never goes away. Nothing is more important than people's safety and our colleague's death is a stark reminder of that.

The most important measure of our success is that we foster a workplace where everyone goes home safe and healthy every day, and where everyone actively contributes to this outcome. Safety is our core value, and we must ensure that people's safety is always front and centre in everything we do. We owe this to every person working with us and, indeed, to their families.

Safety at Newcrest is more than just aiming to eliminate incidents and injuries. It is also about aiming to eliminate and prevent harmful behaviours.

This year, the culture of the mining and resources industry came under intense scrutiny following the Australian Human Rights Commission's Respect@Work report and the Western Australia Parliamentary Inquiry report into sexual assault and harassment against women in the mining industry.

The stories bravely shared in these reports by people subjected to sexual assault or sexual harassment while at work were shocking. The research is clear. There is a lot more we must do across our industry to protect people's safety. Sadly, there are people in Newcrest who have also been subjected to sexual assault and sexual harassment.

In FY22, there were 50 sexual assault or sexual harassment cases reported through various channels across Newcrest globally. All cases have been or are under investigation. So far 24 have been substantiated leading in all cases to either the issuing of warnings or removal of individuals from our workforce. We acknowledge that not all incidents of sexual assault or sexual harassment may have been reported. There is only one acceptable number of incidents of sexual assault and sexual harassment, and that is zero.

## Taking action for positive change

Newcrest must be a place where each person working with us feels safe, respected and valued. In FY22, we progressed key actions that aim to prevent sexual assault and harassment in our workplace and ensure people working with us are supported and have the necessary skills and knowledge to help address these serious issues.

Over the next year, we will continue to take positive and deliberate action to prevent behaviours that do not align with our core values. We will do this with focus and urgency, and above all with care for those who have been impacted.

Newcrest is a great company, with great people. Our continued growth must be built on a culture that supports and enables people to thrive and be their best. By doing this, we will create a better Newcrest for everyone.



**Sandeep Biswas**

Managing Director and Chief Executive Officer

- Team engagement sessions held with executives and senior leaders across our business confirm our commitment to prevent any form of sexual assault or sexual harassment in the workplace.
- Dedicated Respect@Work function mobilised to implement the necessary actions to support the development of a leading practice sexual assault and harassment framework for Newcrest, reporting to the Executive Committee.
- Weekly Executive Committee meetings established to specifically discuss and respond to sexual assault and harassment matters.
- Independent partner engaged to review our reporting channels to ensure they are culturally-sensitive and people-centric.



Paterson Province, WA, Australia.



## Message from Chairman of the Safety & Sustainability Committee

**The mining and resources industry is the engine of many economies around the world and a cornerstone of human progress. As one of the world's largest gold mining companies, we have a responsibility and are in a privileged position to make a positive, sustainable difference to people and communities.**

The loss of a colleague is news no-one ever wants to hear. Sadly, this was the news when a colleague and team member of a contract partner recently lost his life in connection to a critical incident at our Brucejack operations. We can only imagine the grief and sadness their family and loved ones feel, all of whom remain deep in our thoughts.

When it comes to people's safety, it's not negotiable. In FY22, we saw an increase in recordable injuries across our business. Learning from these incidents, we strengthened our focus on critical control management and the behaviours needed to support people to make safe choices daily, as part of our NewSafe program.

NewSafe underpins our safety transformation strategy and in 2022 we expanded our NewSafe program to place a greater focus on psychological safety. This year, we also commenced development of a program that focuses on building understanding of the behaviours that support a psychologically

safe work environment. Through the findings from the public inquiries into sexual assault and harassment in the mining industry, it is clear more needs to be done to ensure people feel safe to raise concerns, bring issues to the surface and speak up when things don't feel right. By strengthening our focus on a psychologically safe workplace, we will also support people to thrive and be their best in achieving the outcomes for an even brighter future.

In 2022, we continued to fund programs and initiatives to support preparations and response to the COVID-19 pandemic by local communities. This included support for vaccine rollouts in multiple communities and upgrades to community health facilities in Papua New Guinea, the development of the first intensive care unit in Ecuador's Zamora Chinchipe province, food and household goods hampers in Canada, iPads for students and local business support in Australia. Feedback on the positive impact to people and communities was humbling.

Newcrest's vision is to be the *Miner of Choice* – a company that is valued, respected and celebrated by people, communities and employees not only for what we achieve, but importantly for our values and the way we work.

Our continued success is only possible through the commitment of Newcrest people. We can have all the best assets in the world, but without the skills, expertise and dedication of the people who work with us, we will not be able to realise the true value of those assets, and our vision.

On behalf of the Safety and Sustainability Committee and the Board, thank you to the many people who have been involved in our business over the past year, especially to the people on our great team who work tirelessly to create a brighter future for people and communities.

A handwritten signature in black ink, appearing to read 'R. Higgins', with a long, sweeping underline.

**Roger Higgins**  
Chairman, Safety & Sustainability Committee

# Our Sustainability Approach

Our sustainability approach ensures our continued focus and deliberate action to help shape a positive future for people, communities and society.

Our Sustainability Policy establishes our sustainability vision and commitments, in support of industry requirements and frameworks, including the UN Sustainable Development Goals (SDGs).

## Integrated Sustainability

During FY22 we reviewed our approach to sustainability at Newcrest, to best address material topics. Engagement sessions were facilitated with each part of the business to understand where and how each function intersects with Newcrest's most material issues. The Newcrest Integrated Sustainability Framework (ISF) was an outcome of this process and has been approved by the Executive Committee. Going forward, the ISF will frame how we as a company approach sustainability. Our intention is to integrate sustainability into each phase of our value chain.

## Newcrest Integrated Sustainability Framework

Making decisions that reflect our values

### Our goals

We will respect human rights and protect cultural heritage.

**We will enhance the health and wellbeing of our workforce and their communities.**

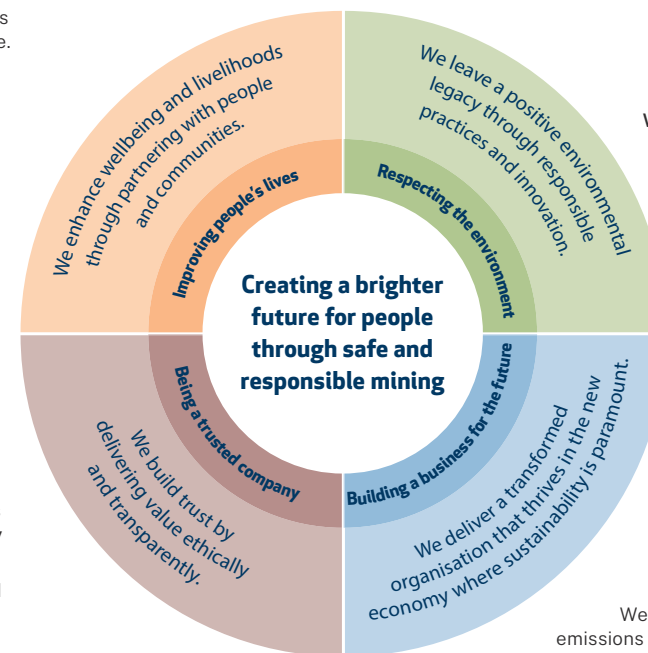
We will support local communities and First Nations peoples to build greater resilience.

### Our goals

We will incorporate our environmental, social and governance values in our decision-making.

**We will practice continuous improvement, transparency and accountability.**

We will source products and services responsibly across the supply chain.



### Our goals

We will be leaders in tailings management with an ultimate goal of zero harm to people and the environment.

**We will protect water resources for people and nature through sound water stewardship.**

We aim to achieve a net positive outcome for biodiversity through protecting and managing biodiversity values.

### Our goals

We will build resilient and agile operations using technology and innovation to drive sustainability performance.

**We will improve diversity and inclusion in our workforce and our supply chain.**

We will reduce our greenhouse gas emissions for more sustainable operations through technology and innovation.

# Our Stakeholders

**Newcrest's broad range of stakeholders reflects the diversity of our operations, activities and industry. We aim to include affected stakeholders in decisions and understand their viewpoint.**

Our engagement approach is tailored to each stakeholder group, and aims to better understand their concerns and identify the topics that matter the most to them. We maintain open, inclusive and constructive dialogue, using both formal and informal processes, and review our engagement approach regularly to strengthen its effectiveness.

Newcrest is committed to developing natural resources in compliance with relevant laws and regulations across jurisdictions. We commit to ethical, transparent and non-partisan engagement with governments at national and sub-national levels to help encourage the development of a responsible mining industry, while contributing to positive socio-economic development. We understand and promote the importance of the economic, social and community contribution our business, and more broadly the mining industry, makes in the countries where we operate. This includes the contribution made through the payment of royalties and taxes.

No financial contributions were made to political organisations during the reporting period, consistent with our Donations and Sponsorships Policy, which prohibits financial contributions, including donations, to political parties, representatives or political organisations.

## Relevant memberships and commitments

Newcrest is committed to the responsible discovery, development and production of gold and copper. We engage in a variety of ways with industry, business, education and research, and other non-government organisations, including through memberships.

- Newcrest is a member of the International Council on Mining and Metals (ICMM), and in March 2020 we achieved alignment with the ICMM's 10 Mining Principles and Position Statements. We are also progressing towards conformance with ICMM's Performance Expectations (PEs);
- These principles are consistent with our membership requirements under the *Enduring Value* framework of the Minerals Council of Australia (MCA);
- Newcrest has also endorsed the Responsible Gold Mining Principles (RGMPs), an overarching framework developed by the World Gold Council (WGC) that sets out clear expectations for consumers, investors and the downstream gold supply chain.

## Our stakeholders

Employees and  
contractors

Local  
communities

Shareholders

Government and  
regulators

Suppliers

Customers

Industry



Telfer, WA, Australia.

In 2020 we developed a three-year Implementation Plan to progress towards conformance with the PEs and RGMPs. Since development of the plan we have:

- Mapped the equivalency between the difference systems and assessed our corporate governance documents to ensure consistency.
- Completed self-assessments at all operating sites (Brucejack excepted) in June 2021.
- Progressed actions identified for completion to ensure full compliance.
- Engaged Ernst & Young (EY) to provide assurance services over the actions completed.

In accordance with the WGC Conflict-free Gold Standard, we disclose our alignment to that standard as a separate report on our website.



# Governance and Risk Management

## Governance

The Board determines the strategic direction of Newcrest and is accountable for monitoring the effectiveness of the Company's programs, practices and measures in relation to sustainability. The Safety and Sustainability Committee (SSC), a committee of the Board, assists the Board by overseeing, monitoring and reviewing Newcrest's practices and governance in safety; occupational health and hygiene; sustainability; environment; climate change; social performance; and the human rights and security of communities, employees and operations (the **SSC Areas**).

Within its scope the SSC monitors and reviews Newcrest's performance and processes designed to ensure compliance with applicable policies and legal and regulatory requirements, reviews Newcrest's response on issues of concern or non-compliance and reviews recommendations from management in relation to industry trends and standards relating to the SSC Areas.

The SSC assists the Board with oversight of identification, management and mitigation of risks with respect to the SSC Areas, while the Audit and Risk Committee (ARC) assists the Board in fulfilling its responsibilities concerning oversight of the Company's Risk Management Framework and processes.


The Board's performance and effectiveness, and that of its Committees and Directors, is reviewed annually, with every third review conducted by an external provider.

We encourage and record shareholder questions, including on sustainability matters, at our Annual General Meeting. These may be submitted in advance. Our annual materiality assessment, in which members of the Board participate, considers stakeholder feedback on sustainability aspects.

For more information on the Newcrest Board and Board committees, refer to our Corporate Governance Statement (available at [www.newcrest.com](http://www.newcrest.com)).

We are increasingly speaking with institutional investors to discuss our sustainability performance and aspiration. We welcome these discussions.



 Red Chris, BC, Canada.  
Image by Jeff Quock.

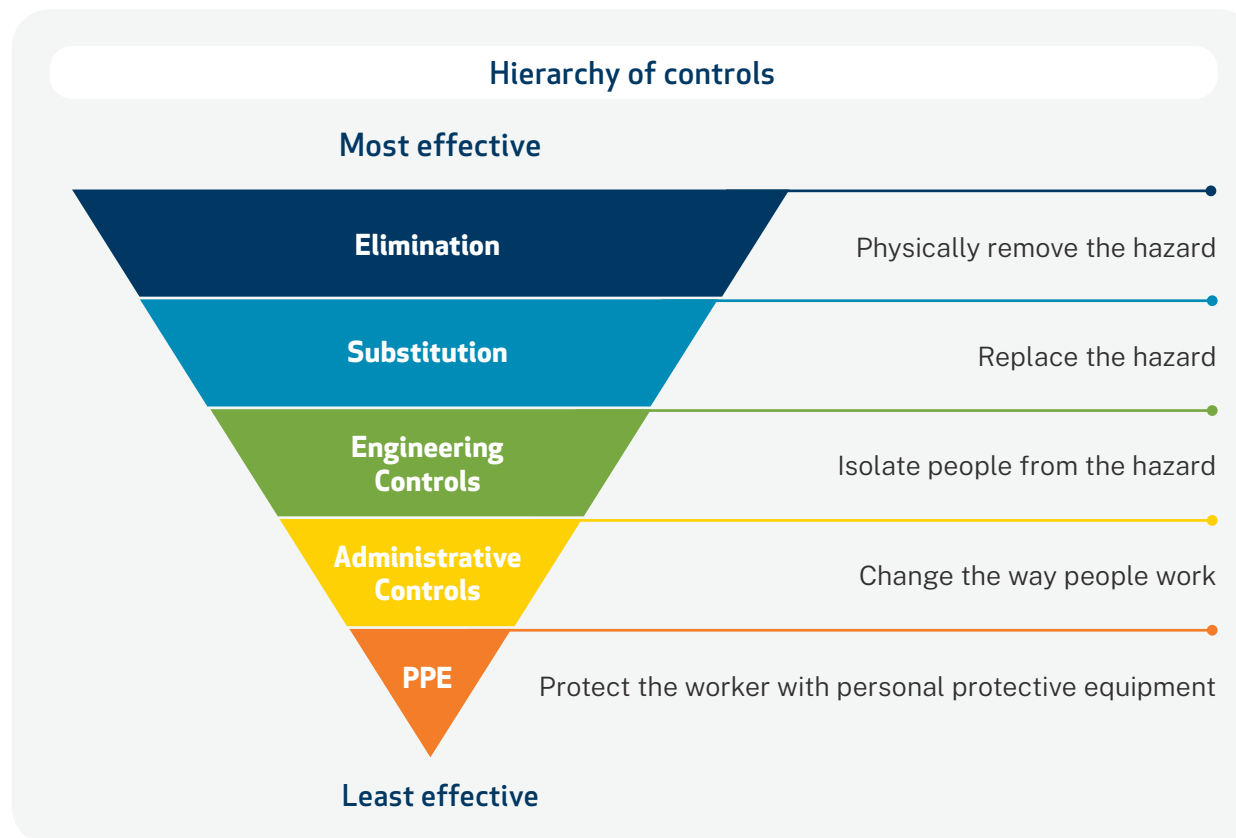
## Risk management

At an enterprise risk level, we determine the risks posing the highest potential threat to the business or creating the greatest potential opportunity. We implement group standards and controls with targeted programs and initiatives to manage those risk areas.

In FY22, we conducted an annual review of our enterprise risks with the Executive Team and the Board to identify changes to our current and emerging risks that could impact Newcrest in the future. The outcome of that review feeds into the ongoing processes for managing risk.

For projects and day-to-day operational risks, we identify the risks and conduct regular risk assessments at all levels of the organisation. We seek to use elimination, substitution and engineering controls first, as outlined in our Hierarchy of Controls. Our employees and contractors receive training and education in the application of controls to help them prevent or mitigate risks. This includes training in work practices and the use of equipment to reduce their risk of exposure to workplace hazards and occupational illnesses or diseases.

For potential risk exposures that are hard to predict and prevent, we incorporate crisis management and business continuity planning into our approach to business resilience.



We identify risks and conduct **regular risk assessments** at all levels of the organisation.



## Management of material risks

Our risk management processes include the management of material risks. Risk materiality is determined according to the potential Maximum Credible Impact associated with a risk event, if it were to occur, excluding the effect of controls. A vital component of the material risk process is the work required to monitor and verify the effectiveness of critical controls. Material risks must be assessed at least once a year.

## Risk assurance

Newcrest's risk assurance approach aligns with the Three Lines Model. This sets clear accountabilities across the Company for managing risks and the checks required to confirm that the risk management framework and processes, and risk controls, are in place and operating effectively.

## The key elements of the Three Lines Model



**The first line.** Comprises the operations that own and manage production-related processes, risks and controls, who have primary responsibility for monitoring and controlling risk, as well as assessing our compliance with legislation and the Group standards.



**The second line.** This comprises group functions that set the policy and define the group standards and frameworks. The functions undertake a review of the management of risk and compliance by the operations and provide subject matter expertise and specialist support to the operations.



**The third line.** An internal audit provides independent assurance to the executive team and the Board on the activities of the first and second lines. This is a key element of Newcrest's corporate governance.



Red Chris, BC, Canada.  
Image by Chantel Quock

# Materiality

## Keeping focus on what matters in FY22

In addition to our enterprise risk review, we undertake an annual sustainability materiality assessment which guides the topics for substantive disclosure. This provides for disclosures against the most significant impacts of the business on the environment, economy and people.

In FY22 this process included an independent assessment, along with a desktop review of internal and external sources, and stakeholder interviews across Newcrest, industry associations, NGOs, customers and community representatives. A view of Newcrest’s material topics were formed through a validation workshop before being confirmed by Newcrest’s Executives and Board.

## The United Nations Sustainable Development Goals (SDGs)

The SDGs are the blueprint to achieve a better and more sustainable future for all. Newcrest, and the broader mining industry, has an opportunity to positively contribute to all 17 goals.



## Topics identified as material to Newcrest

Material Topic	Related UN SDG	Read More
<b>Our People</b>		
• Culture	5, 8, 10	Page 20
• Diversity & Inclusion		
<b>A safe and healthy workplace</b>	3, 8, 10	Page 22
<b>Community partnerships</b>	1, 2, 4, 8, 6, 7	Page 27
<b>Human rights</b>		
• Responsible supply chain	1, 2, 5, 10	Page 37
<b>Cultural heritage</b>	3, 5, 10, 13, 15, 16	Page 42
<b>Climate change</b>	7, 9, 13	Page 44
<b>Environment</b>		
• Tailings management	6, 14, 15	Page 54
• Biodiversity management		
• Water management		
<b>Growth and financial sustainability</b>	8, 9, 17	Page 68
<b>Transparent and ethical business</b>	12, 16	Page 70



Cadia, NSW, Australia.  
Image by Logan Torrance.

# Our People

**To have the best people in our business, we must be a workplace people choose to join, stay and grow.**

People drive performance and excellence. For our continued growth, we must have a work culture that embraces diversity as a strength, recognises inclusion as a powerful driver of progress, and where people are confident to share their perspectives, opinions and ideas. We have advanced our People strategy to attract and retain outstanding talent through a high-performance and inclusive culture where everyone can thrive and be their best. In FY22, we:

- Continued to build leadership capability to drive behaviours for an inclusive workplace.
- Announced a dedicated Respect@Work function focused on actions aiming to prevent sexual assault and sexual harassment in the workplace.
- Introduced additional leave provisions to support employees.
- Strengthened our focus on diverse talent in our Early Careers engagement activities.
- Introduced our global career framework, empowering employee ownership of their career development.

## Strengthening leader capability

An inclusive culture is critical in making our diverse team even more effective and successful by enabling us to tap into the wealth of knowledge and ideas of each team member, while supporting collaboration and teamwork for continuous improvement and innovation. Our Inclusive Leadership program brings together leaders from across our global operations to share, reflect and learn about ways to develop an inclusive culture.

During FY22, we commenced the cascade of our Inclusive Leadership program across our sites. Approximately 600 Newcrest leaders, from Executives and site General Managers to superintendents, supervisors and senior specialists, have completed the program to date across our teams. Plans are in place

In line with our Diversity and Inclusion (D&I) 2021-2025 strategy, we introduced a new type of leave to our Australian workforce in December 2021, offering 15 days of paid Domestic Violence Leave. Our Australian Parental Leave Standard was also updated to recognise stillbirth under the paid leave provision, and secondary carers' leave was increased to 10 days.

<sup>1</sup> Newcrest lodges annual reports with the Workplace Gender Equality Agency (WGEA) in relation to its Australian operations. A copy of these reports may be obtained at [www.wgea.gov.au](http://www.wgea.gov.au).

<sup>2</sup> Australian, PNG and Red Chris operations only (excludes Brucejack).

to continue this training for our leaders throughout FY23. We are also planning to roll out our new Psychological Safety program to foster an environment where people feel included, engaged and psychologically safe and empowered to speak up.

## Building a diverse workforce

At Newcrest, we value diversity and embrace it as a strength. In FY22, we increased our overall global female representation from 15.6% to 16.5%<sup>1,2</sup>, with strong growth in female representation in Technology and Projects, Business Development and Exploration, at our Lihir Operations and across our manager population at Red Chris. These results are due in part to localised action plans that focus on broader applicant sourcing and talent retention.

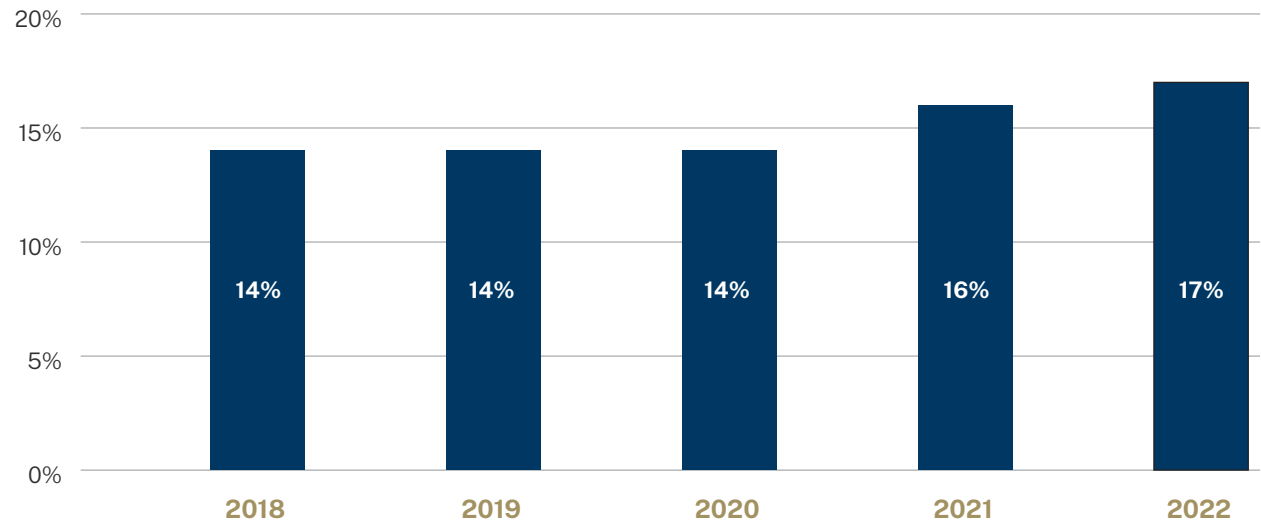
We recognise that our different backgrounds and perspectives help us find better ways to solve problems, attract and retain the best people, explore, develop and produce gold safely and profitably, and help make Newcrest **a better place to work**.

In FY22, we also expanded our Early Careers engagement activities to promote career opportunities and attract diverse talent to Newcrest and the mining industry. Our 2023 Australian Graduate program received our highest number of female applications, resulting in 15 females joining the program – our highest ever number of female graduates (representing 37% of the 41 positions currently filled).

Since 2020, we have seen a **150% increase in female graduates** joining Newcrest.

Our operations also continued to embed their Inclusive Leadership charters and progress their Diversity and Inclusion Action Plans that included Women in Mining Network Mentoring Programs, an Indigenous Buddy Program and Inclusion Working Groups.

Global female representation of Newcrest employees (%) FY18-22 (refer to Disclosure 2-7 on page 75).



#### Emerging Talent Graduate Summit

In May 2022, we held our Graduate Summit in Melbourne, with graduates across all cohorts from Cadia, Telfer, Havieron and Lihir. This was the first summit in two years due to the pandemic and enabled us to bring our early careers talent together to learn, collaborate and form solid connections and relationships. This event was supported by executives and leaders from across the business. Excitingly, the graduates had an opportunity to participate in a Hackathon, where their presentations on culture and leadership were filmed and shared with Newcrest’s Executive.

# A Safe and Healthy Workplace

We believe that the most important measure of our success is creating a workplace where everyone goes home safe and healthy every day.

Being a safe business remains paramount to Newcrest. Nothing is more important to us than each person returning home safely at the end of each shift. In pursuit of this, during FY22 we:

- Strengthened our NewSafe program, incorporating lessons from our NewSafe journey so far to effectively support our people to make safe choices daily.
- Increased our focus on psychological safety, mental health and wellbeing.
- Expanded our health surveillance programs, piloting technology for real-time response.

**Safety** is the most important measure of our success.

## FY22 Performance

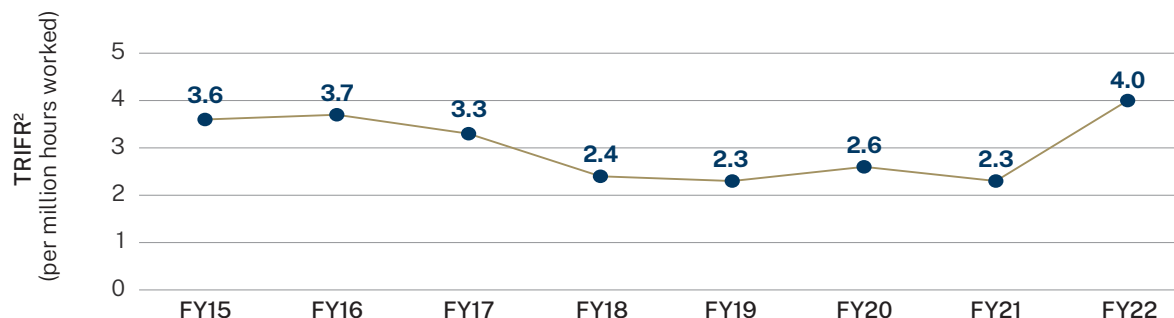
While we recognise the commitment made by all employees and contractors to achieve a safe and healthy workplace, our Total Recordable Injury Frequency Rate (TRIFR) of 4.01 per million hours worked has increased compared with 2.26 in FY21. The increase in TRIFR has been a result of increased injuries across each of our assets.

In response we have strengthened our focus on critical control management and the behaviours

needed to support people to make safe choices daily, as part of our NewSafe program.

Further analysis identified that nearly 50% of injuries in FY22 involved hands. We have responded with a focused approach to hand safety throughout our operations including task assessment and potential technology improvements to minimise the risk of hand injuries across our workforce.

Work-related injuries FY18-22 (Refer to GRI 403-9 (2016) on page 91).



1 Subsequent to our release titled “ASX Appendix 4E and Annual Financial Report for the year ended 30 June 2022” dated 19 August 2022, which stated that Newcrest’s TRIFR was 3.9, reclassifications have resulted in a change to 4.01 (rounded to 4.0).

2 In line with ICMM guidelines, the calculation of Company-wide TRIFR and Lost Time Injury Frequency Rate (LTIFR) only includes operational sites and JVs in which Newcrest has a controlling interest; therefore, Wafi-Golpu is excluded. Refer to GRI 403-9 (2016) on page 90.

## Our approach to a safe workplace

Our Health, Safety and Environment (HSE) Management System details the standards, guidelines and supporting tools to support our safety vision, and to provide assurance of our HSE performance. Our system is supported by our Safety Transformation Plan built on three key pillars – NewSafe, Critical Control Management (CCM), and Process Safety Management (PSM). This safety strategy continues to drive performance improvement across our operations, in alignment with our ICMM, WGC and MCA commitments.

## NewSafe: The foundation of our Safety Culture

In FY22, we strengthened our NewSafe program by incorporating our lessons and experiences from our NewSafe journey so far to reflect the places, communities and cultures in which we currently operate. At the operations, we continued to review the NewSafe Behaviours to ensure they remain current and influence the strategies that support our people to make safe choices daily.



NewSafe is the cornerstone of our safety transformation strategy and is built on three foundational elements:

- **NewSafe Leadership** – build, promote and reinforce safety leadership at all levels.
- **NewSafe Coaching** – create and support technically sound and visible frontline supervisors.
- **NewSafe Behaviours** – encourage employees to reflect on past experiences to create behaviours and strategies to support safe choices.

## Critical Control Management (CCM)

Our CCM program enables Newcrest to systematically verify that we have the required critical controls in place for work tasks that have fatality risks associated with them. CCM involves the completion of control verifications at the Manager, Supervisor and Operator levels, with each group working together to ensure critical controls are in place and effective.

In FY22, we expanded our scheduling tool for Manager System Verifications, part of our CCM program and designed as an assurance mechanism for senior leaders to assess the effectiveness of major hazards across each site, and to enable enhanced planning and risk foresight. In FY23, we have included uptake of the scheduling tool as a business performance indicator, and we expect the tool to be used on major hazards across all site operations.<sup>4</sup> We also expanded our CCM system coverage to address major occupational health hazards. System verifications and field critical control checks for thermal stress, diesel particulate matter and respirable crystalline silica were added to the system to expand the scope of identification and controls, and to develop workers' skills in their use.

## Process Safety Management (PSM)

Our PSM aims to systematically and comprehensively manage the integrity and containment of high-energy and chemical processes to protect people, communities and the environment.

Process Safety reviews of high hazard areas within our sites continued during FY22 based on the requirements of the Center for Chemical Process Safety's Guidelines for Risk-Based Process Safety. The reviews aim to ensure the

integrity of operations, including measures in place to control high hazard events and to work towards standardising the management approach for hazards.

The review of high hazard areas has been supported by the identification of process safety incidents. This is a continued step in recognising process safety across the organisation, providing the visibility and focus on ensuring the root cause of these incidents is identified and managed.

### Injury and major hazard interventions

#### *Ways of Working – Safe Hands*

During FY22, Newcrest initiated a Ways of Working – Safe Hands program, based on a review of our workplace operations and historical injury data. The program centred on changing how we work to protect our hands from injury. A detailed analysis of our at-risk tasks and injury data helped us to understand and address the specific factors

that cause hand injuries. In collaboration with team members and sites, we are working through task analysis of our “hands on tasks” to determine how we can manage these tasks better from a safety viewpoint. This is a work in progress and as more task analysis is reviewed further reduction in hand injuries is anticipated.

<sup>4</sup> Excluding Brucejack.



## Maintaining a mentally healthy workplace

Newcrest's mentally healthy workplace program has been founded on evidence-based practices and includes individual, leadership and organisational initiatives. The program delivers important mental health responses and recovery initiatives to support our employees in managing their mental wellbeing. In FY22, we continued to focus on maintaining systems and processes to minimise psychosocial harm and promote mental wellbeing through targeted mental health support training for leaders and employees. We also expanded our existing mental health peer-based support networks across our operations.

Mental health awareness sessions were provided, focusing on reducing the stigma associated with mental health, the importance of self-care and connection, and encouraging support-seeking behaviours. Wellbeing check-ins were introduced, and a wellbeing continuum tool was provided to establish a common language for teams and leaders to initiate conversations about mental health.

## Wellness matters

Our Wellness Matters health program empowers people to make informed health and lifestyle choices. In FY22, we also expanded our program to provide monthly, evidence-based health information and coaching sessions on topics such as men's and women's health, nutrition, cardiac and respiratory health and neuroscience for productivity and performance. In addition, across our operations, we continued to provide facilities and programs focused on healthy lifestyle choices and behaviours:

**Telfer.** As part of the site's mental health and wellbeing peer support program, peer supporters participated in Lifeline WA's Resourceful Minds program in FY22 to help them adequately respond to the specific challenges people face, especially when working remotely in a fly-in, fly-out situation.

**Cadia.** Cadia engages an on-site psychologist, with regular face-to-face and telehealth counselling sessions for our workforce and peer-based supporters. This service was expanded during the pandemic, with

counsellors performing regular welfare check-ins with those needing to isolate on-site and at home.

**Red Chris.** In FY22, Red Chris continued to support those experiencing mental health concerns while on site, including in response to the challenges of the COVID-19 pandemic through their well-established peer support and mental health first aider network.

**Lihir.** The operation's health and wellbeing program continued to grow during FY22 by providing health promotion, injury prevention, health checks and general healthy lifestyle advice to employees and business partners. The program also provides employees with access to on-site physiotherapy, counselling, recreation activities and social sports competitions.

**Brucejack.** Our newly acquired Brucejack operation continues its mature health and wellbeing program, offering extensive recreation, health and wellbeing activities, and on-site services for business partners and employees.



Cadia, NSW, Australia



## Workplace hygiene exposure

We aim to reduce potential occupational exposures through innovative technology, health surveillance, and monitoring, education and training on the potential occupational exposure hazards in our workplaces. During FY22, we expanded our health surveillance programs across all sites to facilitate early intervention for identified health issues and ensure effective workplace hazard controls. We also commenced piloting technology for real-time response, including:

- Wearable technology to help manage thermal stress experienced by team members who at times work in extreme environmental conditions by measuring core body temperature and enabling early intervention to manage the risk.
- New real-time particulate monitoring technology to explore its ability to better manage exposure to respirable dust and crystalline silica in the underground environment.
- Fatigue management technology to predict workforce fatigue. Using machine learning analysis, the technology can proactively identify a person's risk of a fatigue-inducing event so that early intervention can be employed.

## Continuing our response to COVID-19

In FY22, we continued with our risk-based approach in our response to COVID-19, regularly accessing our controls to develop their suitability as the virus evolved. Our controls included vaccinations, testing, quarantine, contact tracing processes, social distancing and Personal Protective Equipment (PPE), which supported Newcrest in preventing or mitigating the site-based transmission of the virus. In addition, as vaccinations became more readily available, we hosted vaccine and 'Ask the Doctor' webinars in partnership with our medical provider, offering Newcrest people with access to medical advice and guidance to make informed vaccine choices.

# Community Partnerships

**We believe that a planned, transparent and constructive approach to community engagement and development is critical to maintaining our reputation and ensuring that the communities in which we operate benefit from Newcrest's operations.**

Building trust with local communities is critical for our success. Through our engagement, we strive to deliver sustainable long-term benefits to local communities. Our planning includes mine closures, and the social impacts and opportunities these present for us, communities and stakeholders. In FY22 we:

- Commenced the first phase of our Social Performance Continuous Improvement Program.
- Announced the Newcrest Sustainability Fund with a A\$10 million commitment in FY23 which may include multi-year projects.
- Contributed \$50m in community expenditure.

## FY22 performance

In FY22 we developed a three year Social Performance Continuous Improvement Program, which focuses on people, policy and process, and the opportunities for continuous improvement across these areas. In the first phase of the program, we reviewed our Social Performance Standard. This review was informed by our Group and Operational teams through surveys, workshops, one-on-one sessions and Communities of Practice. Core to this review was the important knowledge our teams have at the asset level. This 'asset up' approach is complemented by contemporary understanding of social performance areas of practice such as tailings management, human rights and mine closure and how Newcrest ensures it is meeting the requirements associated with these areas of practice.

As part of the Social Performance Continuous Improvement Program, we also developed a practitioner survey to encourage feedback from across each site. The results have told us that the availability of Group-led training and clear career pathways are important to our teams. This input has defined the second phase of the continuous improvement program where we will be focusing on career pathways, professional development, peer to peer programs and internal opportunities to grow social performance skills with cross asset opportunities.

## Complaints and grievances

All Newcrest operating sites maintain a grievance management system for community members and employees. Social Performance practitioners are trained in the use of our system, and feedback is incorporated into ongoing improvement measures. When there is a grievance or dispute, we engage in constructive dialogue, seeking and providing feedback, respecting other points of view and responding in a timely manner. In FY22, we formally responded to 100% of community grievances which were recorded in our grievance system. As part of our continuous improvement program, in FY23 we intend to focus on processes underpinning the recording, investigation and management of grievances, to ensure a more comprehensive and complete recording of community concerns, complaints and grievances (see disclosure MM6 and MM7 from page 99).

Building trust with local communities is **critical for our success.**



## Socio-economic development and investment

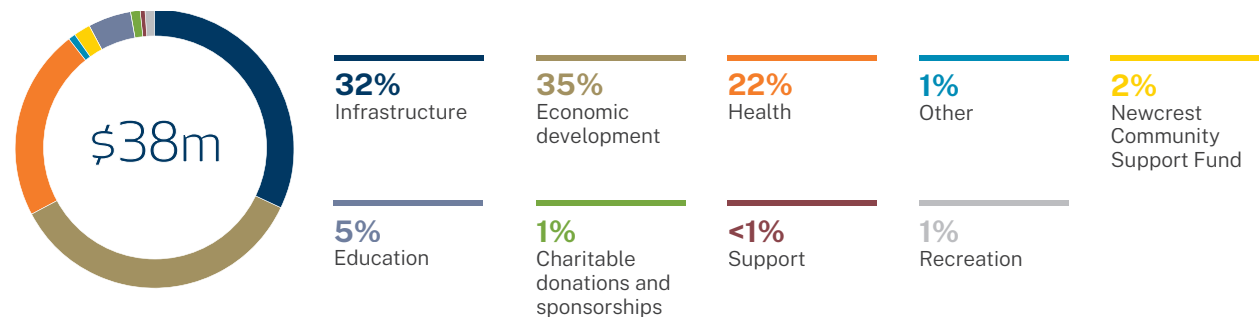
Newcrest provides direct and indirect contributions to operating jurisdictions through taxes royalties and other charges, and through the economic activity generated by our activities such as local employment. In addition, we make voluntary contributions to community development and assistance that seeks to strengthen community resilience.

## Economic value generated and distributed summary

(Refer to GRI 201-1 on page 77).

Revenue	Operating Costs <sup>1</sup>	Community expenditure	Employee benefits expense	Payments to government	Economic value retained
\$4,207m	\$1,575m	\$50m	\$530m	\$406m	\$1,646m

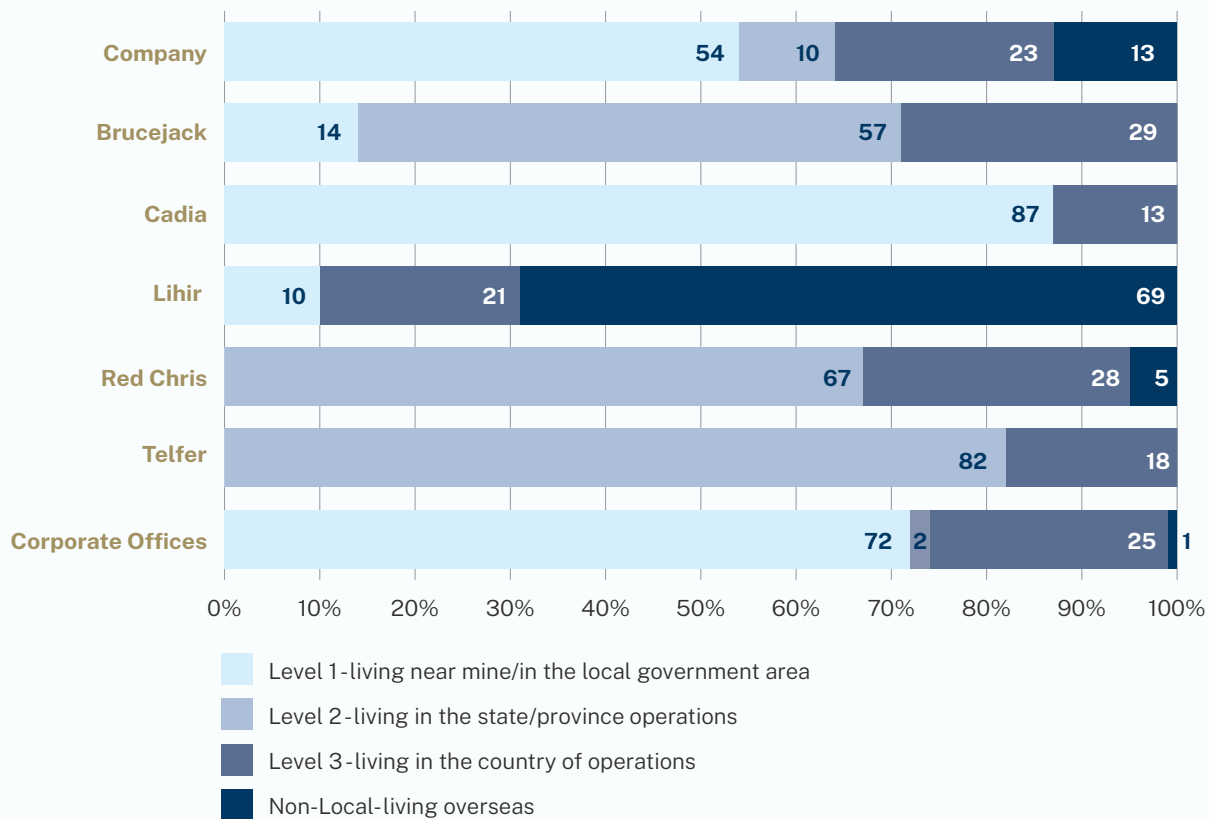
## Community investment by category (%) FY22<sup>2</sup>



<sup>1</sup> Operating costs exclude community expenditure, employee benefits expense and payments to governments (as these are separately reported). It also excludes significant items and depreciation.

<sup>2</sup> Community investment is a component of Newcrest's community expenditure of \$50 million (\$53 million in FY21). Community investment was \$38 million (consistent with FY21). Community investment includes non-statutory components of agreements related to native title, landowner and Indigenous land use as well as charitable donations, sponsorships, in-kind goods/services value contributed, and specific costs of administering initiatives.

Proportion of Senior Management hired from the local community at significant operations (%) FY22<sup>3</sup>  
 (Refer to GRI 202-2 on page 78).



3 Definitions for each level are available under GRI 202-2 on page 78.



Telfer, WA, Australia.

## Case study – Papua New Guinea



## KTF Project Airborne

**Project Airborne delivered a health-focused educational program to 372 elementary schools through the Kokoda Track Foundation (KTF) across New Ireland.**

The total cost of Project Airborne was A\$166,000. In 2021, activities across the province were delivered to incorporate the procurement and delivery of resources to schools, training of teacher trainers and the provision of vaccine collateral designed to address concerns raised around vaccine misinformation.

To help prevent the spread of COVID-19, critical resources were delivered to the schools, including reusable cloth masks, hand sanitiser, disinfectant and tippy tap water dispensers, enabling the students and teachers to wash their hands without touching the taps.

In a partnership between the New Ireland Provincial Administration Division of Education and KTF, the resources were distributed and delivered in two rounds. In total, 12 local level government teacher trainers were allocated to the elementary schools in their clusters to oversee the distribution.

## Case study – Ecuador

## Chamber of Mines of Ecuador syringe donation

**Without access to syringes, rolling out the vaccine would have been impossible in Ecuador.**

After identifying that the administration of the vaccine was hampered due to a shortage of syringes, a partnership was formed between the Cámara de Minería del Ecuador (Chamber of Mines of Ecuador) and Newcrest.

Four million syringes were procured through the CSF assisting the Ecuadorian government with the vaccination rollout. The syringes were distributed to the government via a private initiative called United for Ecuador; a collection of businesses and industry chambers coordinating all donations between the private sector and the government, ensuring transparency across all the steps of procurement and delivery.

## Case study - Canada



## Supply of food and household goods hampers

Living in the region of British Columbia where Red Chris is located, the residents were already familiar with expensive supermarkets, few restaurants and limited access to quality fresh food. When the pandemic struck, and restrictions prevented the locals from travelling outside the Tahltan Territory to source their groceries and household items, there were concerns about food shortages.

The idea of distributing food hampers across the area was initiated by the Newcrest Red Chris Community Relations team in consultation with communities and the Tahltan Emergency Management Committee. Together, they identified the most appropriate items to include in the hampers. The logistics and delivery timing were crucial as the area prepared for the second wave of COVID-19 and the associated lockdowns.

The use of a refrigerated trailer and driver to transport and distribute the hampers to the remote northern villages was donated by Bulkley Valley Wholesale and Van Kam Freights, the company that delivers supplies to the mine.

The hampers were delivered to three communities in Dease Lake, Iskut and Telegraph Creek. The total cost of the project was A\$486,000, and in total, 1,600 hampers were supplied to 400 households across the communities in three separate deliveries.

## Orange Aboriginal Medical Service

**As COVID-19 spread among the local members of the Aboriginal community in Orange, Newcrest employees worked with Orange Aboriginal Medical Service (OAMS) to find a solution for low vaccination rates within the community.**

OAMS had set a target of vaccinating all clients and staff members by the end of November 2021 to ensure the highest possible protection against COVID-19 in the local Aboriginal community.

In order to achieve those targets, the establishment of an additional community vaccination hub was required to cater for the demand. The local doctors were stretched in response to the high COVID-19 case numbers, which impacted the delivery of ongoing basic medical services unrelated to the pandemic.

The CSF provided funding to staff the OAMS vaccination hub at Marang Gunya with a locum doctor to address vaccine hesitancy of their clientele and administer the vaccinations. In addition to the work performed at the hub, once the number of infected clients dropped after the initial spike, the team doorknocked in the surrounding community to continue awareness-raising on the benefits of the vaccination.

With the support of Newcrest, 4,328 doses of the vaccination were administered, with 1,940 clients fully vaccinated at the conclusion of the project. The total cost of the project was A\$68,280.

## Newcrest Community Support Fund (CSF)

Life changed for many people when the COVID-19 pandemic spread across the globe in early 2020 and people's lives and livelihoods were being impacted by an ever-changing situation. In response, Newcrest established the A\$20 million CSF, with a clear purpose: to provide financial assistance for programs and initiatives that would support preparedness and response to COVID-19.

Working with communities in Newcrest's key areas of operations to identify funding opportunities – from April 2020 to June 2022, 67 programs and initiatives received funding from the CSF, with a total value of A\$11.4 million as of 30 June 2022. As the fund has ended, the balance will not be spent.

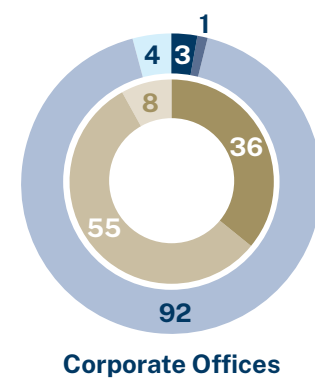
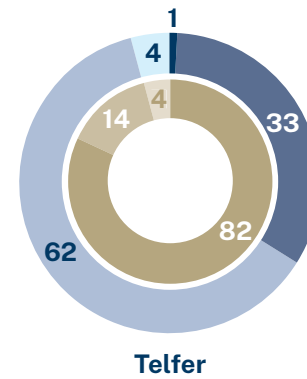
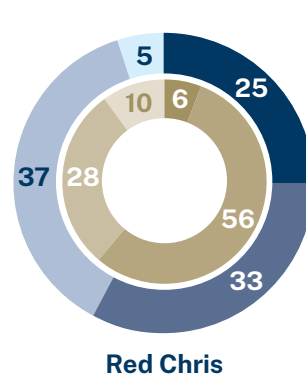
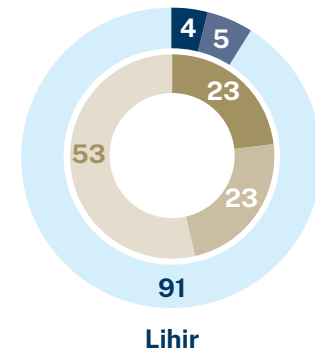
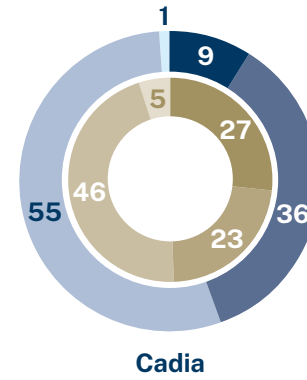
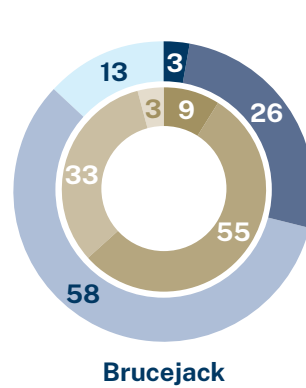
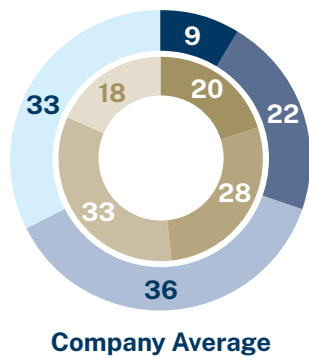
Some of the countries where the CSF has provided support include Ecuador, PNG, Canada and Australia. A full CSF report is available at [www.newcrest.com.au](http://www.newcrest.com.au)

Given the success of the CSF, in FY22 we announced the Newcrest Sustainability Fund with a A\$10 million commitment in FY23 which may include multi-year projects. The new fund has been established to deliver programs that contribute to the resilience of communities in Newcrest's geographical areas of interest, to support achieving the United Nations Sustainable Development Goals (SDGs).



## Supply chain and local procurement

In FY22, we redrafted and published our Procurement Policy to align with Newcrest's vision and aspirations across our five key pillars. The policy communicates our continued intention to procure goods and services from suppliers who uphold our sustainability expectations, demonstrated by the integration of sustainability criteria into supplier evaluations.



### Goods and Supplies



### Services



Refer to GRI 204-1 on page 79.

## Working with local suppliers in FY22

### *Red Chris*

The Tahltan Nation Development Corporation (TNDC) was awarded the Red Chris Tailings Impoundment Area wall lift construction contract. The agreed-upon improved contract framework enables multiple future scopes and projects to be awarded to the TNDC.

### *Telfer*

We formalised a contractual agreement with Birra Personnel Resources to promote and employ Indigenous workers. We also awarded access road maintenance works to Cardinal Contractors, who have a sustainable approach to hiring and training an Indigenous workforce.

Where safety, quality, cost and service are comparable, preference is given to local suppliers.



Red Chris, BC, Canada.

## Indigenous and First Nations engagement

We have agreements with First Nations and Indigenous communities at our operations located on or adjacent to the traditional territories and lands of Indigenous Peoples, specifically at Telfer, Red Chris and Brucejack. These agreements demonstrate our commitment to the principles of Free, Prior and Informed Consent (FPIC) as follows:

- **Telfer and Havieron**

An Indigenous Land Use Agreement (ILUA) was signed in December 2015 between Newcrest and Jamukurnu-Yapalikurnu Aboriginal Corporation (formerly Western Desert Lands Aboriginal Corporation) on behalf of the Martu People. The ILUA is comprehensive, and in addition to cultural heritage protections, it focuses on employment and training, contracting and commercial participation, management of the environment and rehabilitation, and other provisions such as a relationship committee.

- **Red Chris**

In August 2019, Newcrest acquired a 70% interest in the Red Chris mine. The amended and reinstated Impact, Benefit and Co-Management Agreement (IBCA) between Red Chris, the Tahltan Central Government, Tahltan Band and Iskut First Nation was signed in August 2019. The IBCA is a comprehensive agreement providing for a life-of-mine partnership. The appropriate and timely implementation of IBCA provisions and honouring the spirit and intent of the agreement are crucial to maintaining lasting and meaningful partnerships between Newcrest, Red Chris and the Tahltan Nation.

- **Brucejack**

The Brucejack mine in northern British Columbia (BC), Canada lies within the traditional territories of four First Nations. On acquisition of Pretium Resources Inc. (Pretium), Newcrest assumed responsibility for the agreements already in place. Newcrest is ensuring the continued implementation of the Cooperation and Benefits Agreements with the Nisga'a Nation (signed April 2015), the Gitanyow Hereditary Chiefs (signed June 2016), and with the Tahltan Nation as represented by the Tahltan Central Government (signed October 2017). Pretium established a Memorandum of Understanding (MOU) with the Tsetsaut Skii km Lax Ha (signed July 2017) which provides a framework for developing an Impact and Benefit Agreement pursuant to the MOU. Newcrest is in the process of reaching a negotiated outcome with the Tsetsaut Skii km Lax Ha.

## Landowner engagement

We have agreements with landowners and landholders at our Lihir operation. The review of the landholder agreements known as the Integrated Benefits Package was completed in FY21, with the Lihir operation signing new compensation, relocation and benefits sharing agreements with Lihir's mining lease area landholders and resettled family groups. These new agreements are now being implemented. In addition to the requirement under PNG law, there is an expectation that they will enhance the socio-economic and development outcomes for these groups by ensuring that benefits are distributed directly to their intended beneficiaries. The agreements also incorporate consent provisions, including a clear process for compensation to be paid in the event that operations impact economic crops or require land access.



# Human Rights

**Newcrest is committed to respecting the human rights of all our stakeholders and the laws of the countries in which we operate.**

Human rights include respect for cultural heritage, respect for Traditional Owners, First Nations and Indigenous Peoples rights, security and human rights, as well as managing the risk to human rights in our supply chains. It also includes the human rights of our employees and contractors, including fair work, diversity, inclusion and freedom from harassment and discrimination.

We have developed a three-year human rights action plan in support of the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). In FY22 we:

- Identified our salient human rights issues.
- Completed a modern slavery risk review into labour hire at Lihir.
- Reviewed the effectiveness of our site-level grievance mechanisms against the UNGPs.
- Completed external assurance on our human rights response maturity and the governance, systems and controls we have in place.

## Governance

The Board's SSC oversees, monitors and reviews our practices in, and governance of, human rights. Cascaded managerial accountability extends to all senior leaders, with human rights management approaches reflective of our functions and geographic locations. Our Social Performance function has responsibility for managing our overall human rights approach and supporting the implementation across other functions and our sites. Our Social Performance function reports regularly to the Board, and monthly to our Executive Committee on social performance, including human rights issues.

We undertake assurance reviews and audits to assess the implementation of statements in our Human Rights Policy at the corporate level and in our operations. The outcomes of these inform our human rights program of work.

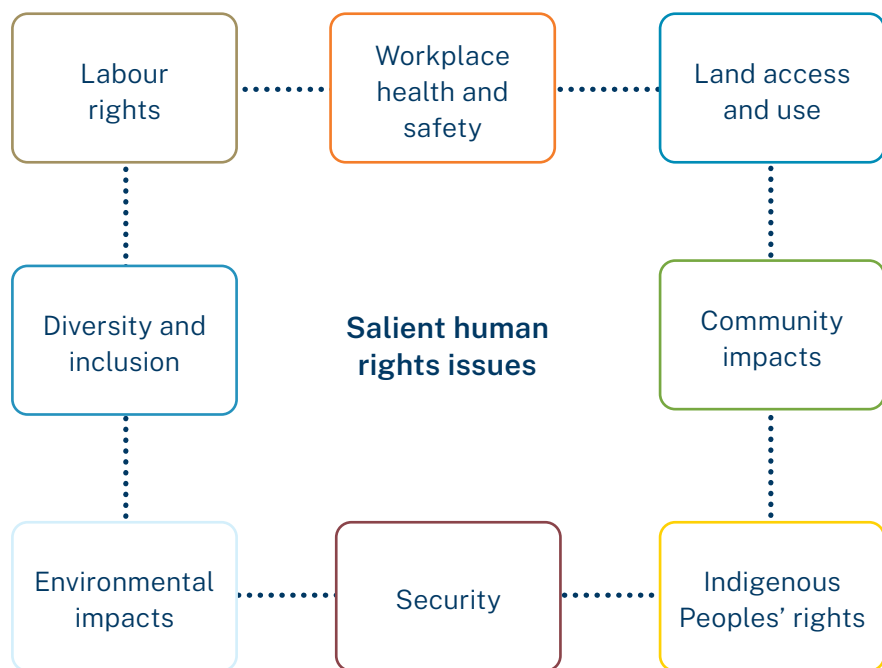
Newcrest has established a Human Rights Steering Committee to deliver against our action plan and **to continue integrating our human rights practice** through the Group.

## Identifying and managing our human rights risks

During FY22, Newcrest undertook a salient human rights issues assessment which considered human rights risks of the most severe impact through our activities. The assessment, conducted by an independent third party, helped us define our approach and action plan to respond to these potential impacts.

## Newcrest's salient human rights issues

A company's salient human rights issues are those human rights that stand out because they are at risk of the most severe negative impact through the company's activities or business relationships. This concept of salience uses the lens of risk to people, not the business (UNGP Reporting Framework).



## Human rights and security personnel

International standards recognise the challenge of managing security services at the mining operations and mitigating the risks to human rights.

All Newcrest employees and security contractors must complete Newcrest's Code of Conduct training, which includes human rights awareness training. In addition, all employees and contractors must comply with Newcrest's Human Rights Policy and Security Policy. This intends to align with the Voluntary Principles on Security and Human Rights and emphasises respect for the communities in which we operate and a zero tolerance for human rights abuse.

For our Australian and Canadian sites, online training is part of the initial induction for new security employees and contractors, with refresher training managed through our Learning Management System. In-person training is conducted at our sites where there is no access to online learning.

Newcrest is also intent on establishing and maintaining memorandums of understanding with public security in countries where the police or military are, or can be, lawfully deployed to address security-related matters impacting our operations.

While Newcrest cannot directly control the actions of public security, we actively encourage positive and effective security behaviour by engaging with police/military leadership to emphasise and share our policies, standards and expectations. Also, we seek support for additional human rights awareness training to be offered for all units deployed in support of or close to our operations.

## Human rights and procurement

Our Procurement Policy recognises and incorporates our sustainability commitments, including assessing human rights risks and management in our supplier selection and contract management processes.

Our Supplier Sustainability Questionnaires explore business conduct, community, environment, workplace practices, workplace health & safety, human rights and modern slavery. We have developed an evaluation framework to encourage our suppliers to improve continuously by providing them with tailored feedback and additional information, such as our Supplier Human Rights Information Sheet.

Our Supplier Performance Commitments publicly set out our expectations for business conduct from all suppliers wishing to do business with, or on behalf of, Newcrest. Our supplier screening tool alerts us on politically exposed persons, global sanctions, and AI-powered negative media screening, including topics such as modern slavery and regulatory enforcement activity.

We manage our supplier relationships on a risk-based approach and encourage our suppliers to report any misconduct or unethical behaviour through Newcrest's Speak Out program.

**All active suppliers** are screened on an ongoing basis.



Brucejack, BC, Canada.

## Grievance mechanisms and remediation

We have two channels for internal and external stakeholders to raise complaints and concerns in relation to human rights, including local community grievance mechanisms for stakeholders to raise issues and complaints at our sites and in communities. During FY22, we reviewed these mechanisms for effectiveness against the UNGPs and have incorporated the areas for improvement into our human rights work program. This includes updating the Newcrest Group Guideline for Grievance Management to further align its contents with the UNGPs and developing training on the Guideline at our sites for senior leaders and other appropriate employees.

Our Speak Out program is available in multiple languages and encourages individuals to report concerns about Improper conduct; ensuring individuals can report confidentially and anonymously any unethical, illegal, or other inappropriate behaviour about human rights on reasonable grounds, and protection is provided to those who speak out. Grievances raised through the Speak Out program are assessed and investigated, and then managed confidentially.

Our Ethics and Compliance team is responsible for the management and administration of all Speak Out and Whistleblower reports, including the reporting of conduct insights and identified trends. Group-wide conduct reporting was implemented in FY22 to enhance our understanding of existing and emerging group trends and the management of emerging risks, including those that may have the potential to harm human rights. More details on Speak Out can be found on page 70.

## Performance in FY22

We report in line with the requirements of Australia's *Modern Slavery Act 2018*. Our 2022 Modern Slavery Statement describes the steps we have taken to assess and address the potential modern slavery risks in our operations and supply chains – embedded in our broader human rights approach – and sets out our priorities. Our report is available at [newcrest.com.au](https://www.newcrest.com.au).

We continue to require employees and contractors with key responsibilities related to managing human rights to complete our online human rights training (available in English and Spanish). This includes people in our human resources, security, health and procurement teams, senior leaders, and our Executive Committee.

We continue to focus on human rights due diligence in our supply chain. In FY22, we issued 95 Supplier Sustainability Questionnaires. Six suppliers ceased to supply goods and services within the period (as goods/services were no longer required by Newcrest) and were removed from the sample. Of the remaining 89, we received a 100% response rate and more than 500 supporting documents.

We completed an in-depth risk review into labour-hire suppliers in Lihir. We also undertook a human rights assurance review of our Red Chris operations. In addition, we undertook an external audit providing assurance on our human rights response maturity and the governance, systems and controls we have in place. We have incorporated recommendations from these processes into our human rights work program.<sup>1</sup>

<sup>1</sup> Our 2022 Modern Slavery Statement describes the steps we have taken to assess and address the potential modern slavery risks in our operations and supply chains – embedded in our broader human rights approach – and sets out our priorities. Our report is available at [newcrest.com.au](https://www.newcrest.com.au).





CAT 994H

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Red Chris, BC, Canada.  
Image by David Williams.

# Cultural Heritage

## **We respect tangible and intangible cultural heritage across our sites and communities.**

Cultural heritage includes tangible places and objects, such as archaeological and ceremonial sites, burials, art and historical infrastructure. Intangible heritage includes traditional knowledge, social practices, story and ceremonial sites, song lines, language and dance, as summarised in the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage<sup>1</sup> and the International Finance Corporation's Performance Standard 8.<sup>2</sup> In FY22 we:

- Enhanced cultural heritage programs carried out with the Newcrest Board of Directors, Executive Committee, Corporate and sites, including exploration.
- Implemented a strengthened Cultural Heritage Management System.
- Commenced the development of a Newcrest Cultural Heritage Standard.

Newcrest's approach to cultural heritage is underpinned by a robust policy framework, including the Communities Policy, the Indigenous Relations Policy, the Human Rights Policy, the Diversity and Inclusion Policy and the Sustainability Policy. These outline our approach to working with communities to respect and respond to their cultural values, traditions, customs and belief systems and behaving accordingly.

All sites work in partnership with First Nations and Indigenous and non-Indigenous communities under national and local laws to protect and manage cultural heritage in site activities.

Newcrest has reviewed and strengthened management controls in the Cultural Heritage Management System (CHMS) to proactively seek to address potential risks to cultural heritage. This included the inclusion of cultural heritage in Competent Independent Reviews, strengthened cultural heritage components of land disturbance processes, conducting

cultural heritage assessments prior to ground disturbance works where appropriate, use of cultural monitors as determined by a qualified professional, review of cultural heritage provisions in agreements, and commenced embedding site-specific cultural heritage training. The historical and industrial heritage of First Nations, Indigenous and non-Indigenous communities are all considered.

Each site is required to develop a site-appropriate Cultural Heritage Management Plan (CHMP) and, where appropriate, a Cultural Landscape Management Plan (CLMP). Traditional land use and knowledge are also key components of CHMPs and CLMPs, and these plans are recognised as significant instruments in the management of cultural heritage and are living documents, which inform our internal and external training programs. These programs are delivered to key personnel, contractors, and the Board and Executive Committee. Another key component of the CHMS is the cultural heritage survey requirements and confidentiality provisions, which are tailored to each site.

1 Convention for the Safeguarding of the Intangible Cultural Heritage – UNESCO.

2 Performance Standard 8 (ifc.org).

Each site has a Surface Disturbance Procedure outlining specific cultural heritage requirements, which are regularly updated. Ground disturbance requirements must be satisfied prior to any work commencing. In areas where works are undertaken on the ground previously disturbed, each site has a Chance Find Procedure in place to protect and manage any cultural heritage that may not have been identified previously through surveys and other assessments. In FY22, we began reviewing key performance and risk indicators with a view to continuous improvement in the protection and management of cultural heritage. We also commenced the development of a Newcrest Cultural Heritage Standard and Guidance and have enhanced our corporate and site training programs:

- At Telfer the Martu People are actively involved in cultural heritage management, including survey programs, the enhancement and implementation of cultural heritage monitoring, and co-designing a CLMP with Newcrest, which will enhance the implementation of mitigation and management measures.

- The Lihir operation is implementing its extensive CHMS to include cultural site preservation and maintenance of the sites in accordance with legislation, community agreements and Newcrest's policies, confidentiality provisions, and impact and compensation assessment processes.
- At Red Chris the Land Disturbance Procedure was updated to include more robust measures with a focus on site-wide improved planning to carry out archaeological impact assessments and the consideration of Tahltan land use.
- The Brucejack mine's CHMP describes the protection of heritage resources and provides a framework to mitigate the potential effects. This builds on the extensive baseline heritage studies conducted to enable the implementation of mitigation measures right from the planning stage of the mine.
- The Cadia Operations has extensive management plans focused on Indigenous cultural heritage in consultation with the Orange Local Aboriginal Land Council, and historical cultural heritage.



Havieron, WA, Australia.  
Image by Messaoud Boularas.

# Climate Change

## We support the Paris Agreement goals.

At Newcrest, we take our obligations seriously and acknowledge our responsibility to reduce emissions at our operations. Our portfolio of gold and copper producing operations exposes us to a range of risks and opportunities related to the transition to a lower carbon future, for example the anticipated increasing use of copper in this transition. We are progressing multiple carbon emissions reduction initiatives as part of our Group Net Zero Emissions Roadmap.

## Governance

The Newcrest Board has accountability for determining the strategic direction of the Company and oversees the material risk management systems, including climate change issues. The Board is supported by the SSC that oversees the setting of our public targets and goals with respect to climate change and sustainability.

The Executive Committee is responsible for leading the implementation of our climate change initiatives, including the work undertaken to identify emerging risks and opportunities.

Newcrest seeks opportunities for collaboration through our participation in industry associations, such as the ICMM and the WGC. We also seek partnerships with energy providers, original equipment manufacturers and shared research and development program opportunities with leading research organisations.

The Executive Committee is incentivised to undertake Greenhouse Gas measures each year. In FY22, executive remuneration included short term incentives with a 5% weighting of the business measures related to the development and implementation of site Greenhouse Gas management plans.

## Strategy

Newcrest is intent on the sustainable discovery, development and production of gold and copper. Newcrest has invested in a dedicated net zero emissions (NZE) team with a diverse background from across the business, responsible for preparing and implementing our decarbonisation roadmap and assessing potential future opportunities.

We are tracking our absolute emissions and the intensity of our operations to meet our 2030 target, on the way to achieving our net zero Scope 1 and Scope 2 carbon emissions goal by 2050, as outlined on page 49.

Our Group Net Zero Emissions Roadmap for Scope 1 and Scope 2 emissions has identified decarbonisation options for Newcrest to deliver its goal. In FY22 Newcrest:

- Completed electric vehicle trade-off studies for the Cadia, Red Chris and Havieron mining studies.
- Commenced a hybrid Load Haul Dump (LHD) loader trial as a potential transition technology.
- Commenced planning for a second electric light vehicle trial at Cadia and an electric road train trial at Telfer.

We intend to continue working with our customers and suppliers on our Scope 3 emissions, developing approaches to mitigate and adapt to climate change impacts and seeking opportunities to add value to our business in the transition to a lower-carbon future.

**Net zero Scope 1 and Scope 2 carbon emissions by 2050.**

## Risk management

We have identified climate change as a significant area of risk and opportunity for our business (see pp 80-81, 2022 Annual Report). We have aligned our climate change risk assessment areas with the Taskforce on Climate-Related Financial Disclosures (TCFD) recommendations, focusing on transition and physical risk elements.

## Transition risks

The nature of our portfolio of gold and copper commodities means the transition to a lower carbon future can offer substantial business opportunities with manageable risks.

We have identified the following potential transition risks:

- Policy and legal risks linked to GHG emissions, energy, water and biodiversity that may place constraints on the business. For example, through potential higher energy costs, more stringent resource regulations, greater competition for water and tighter limits on regulatory permits.
- Technology risks, including the timing of technology development in line with our roadmap, challenges when integrating new technologies with existing systems and possible short-term costs to transition to lower-emission technologies.

- Market risks, including the increased cost of raw materials due to embedded GHG emissions pricing.
- Reputational risks, including shareholder action if we do not act in line with expectations, reduced investor confidence affecting our access to external funding and insurance, and an inability to retain or attract employees if our actions are not aligned with our employees' values.

As we continue to take steps to manage our risks and build resilience to climate change, we are also positioning ourselves for new opportunities. To inform investment decisions, Newcrest has also adopted a protocol for applying shadow carbon prices with the pricing set updated in FY22 to US\$50/tonne and US\$100/tonne CO<sub>2</sub>-e, unless the jurisdiction has a higher regulated carbon price that supersedes these prices. Currently these shadow carbon prices enable us to simplistically scenario test the potential impact on investments.

“We are very pleased to have a substantial and increasing exposure to copper, a critical metal of the future with **a positive long-term outlook** that will allow us to participate in the potential opportunities presented by **a global shift to decarbonisation.**”

**Sandeep Biswas, Managing Director and Chief Executive Officer**

## Physical risks

Risks related to potential physical climate change impacts include acute risks resulting from increasingly severe extreme weather events and chronic risks from longer-term changes in climate patterns.

Examples of potential physical climate change risks that could affect our business include the following:

- Changing rainfall patterns, affecting both average rainfall and seasonality factors, could impact water availability.
- Warming temperatures that lead to more extreme heat days and heat stress could affect health and safety concerns and changes to energy demand.
- Changes to the intensity and frequency of extreme events, such as tropical cyclones and storm surges, could affect safety, production and logistics.

In FY23 and FY24, we plan to expand our understanding of the physical impacts and risks from climate change at our current and future operating sites. We must ensure these risk factors are considered in the design criteria for site operations and infrastructure and assess potential adaptation and/or mitigation measures.

## Performance in FY22

We report our GHG emissions using an operational boundary, which means we include 100% of emissions for operations where Newcrest is the operator. On this basis, we are reporting 100% of energy consumption and GHG emissions for Red Chris. Full FY22 Brucejack data is presented in the performance data tables, however is not included in the Company totals due to the acquisition during FY22 period.

Most of Newcrest's energy consumption is electricity-based. Cadia (NSW grid) and Red Chris (BC Hydro grid) draw electricity from their respective electricity grids, while Telfer generates electricity on-site using natural gas and Lihir uses fuel oil and geothermal sources to produce power on-site.

Total energy consumption for the Group in FY22 remained relatively flat compared to FY21 (-0.3%). The company's emissions intensity has increased since FY21 by ~3% from 32 to 33 kg CO<sub>2</sub>-e/t ore milled, while Scope 1 and Scope 2 GHG emissions decreased in FY22 by ~4%. This is largely a result of lower production volumes at Cadia, due to the mine's Semi-Autogenous (SAG) Mill motor being replaced.

At Lihir, although production volumes decreased, energy and GHG emissions increased, mainly due to lower renewable energy generation as a result of the geothermal plant not being fully operational while undergoing maintenance.

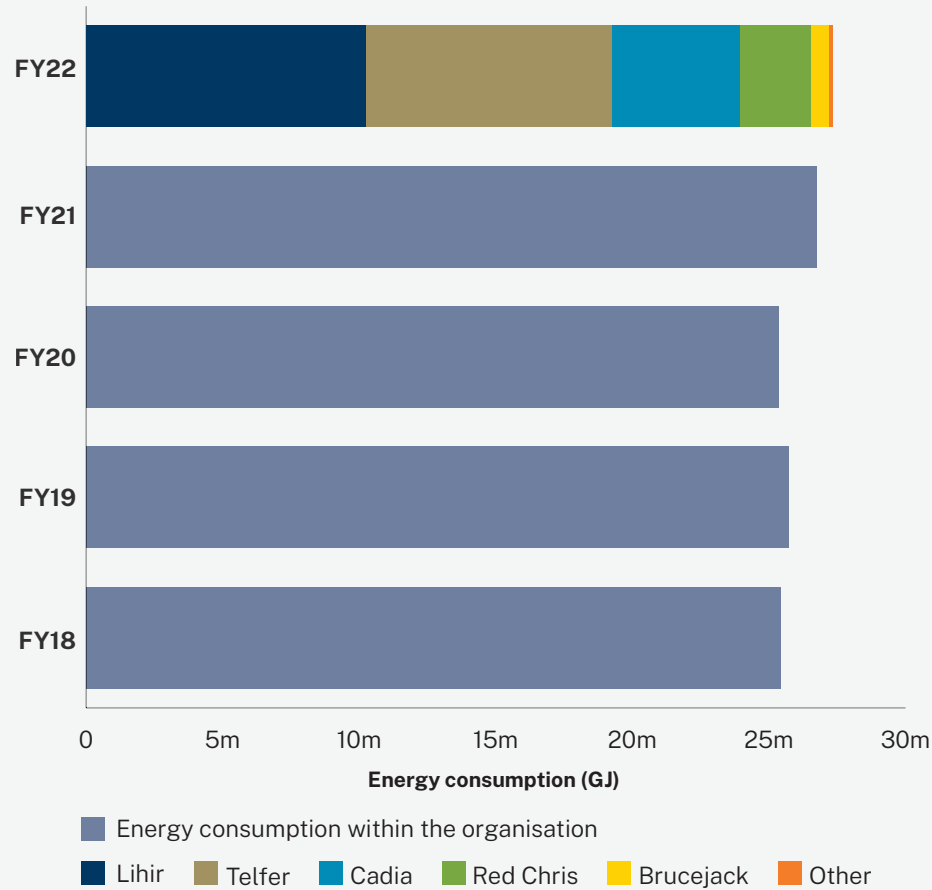
Scope 3 GHG emissions increased by ~5%. This is largely due to the expansion of our Scope 3 GHG inventory to capture additional sources (including Marine Shipping and Information & Technology) for the first time. We have also refined our emissions calculation methodology to reference a more appropriate emission factor relevant for the gold and copper industry. The FY20 and FY21 Scope 3 GHG Emissions have been updated in accordance with the change in methodology. The FY21 number was overstated by 432 kilotonnes of carbon dioxide equivalent. A breakdown of our Scope 3 emissions can be found on page 50.

Newcrest has set a target of **30% reduction** in Scope 1 and Scope 2 greenhouse gas (GHG) emissions intensity per tonne of ore milled **by 2030**.<sup>1</sup>

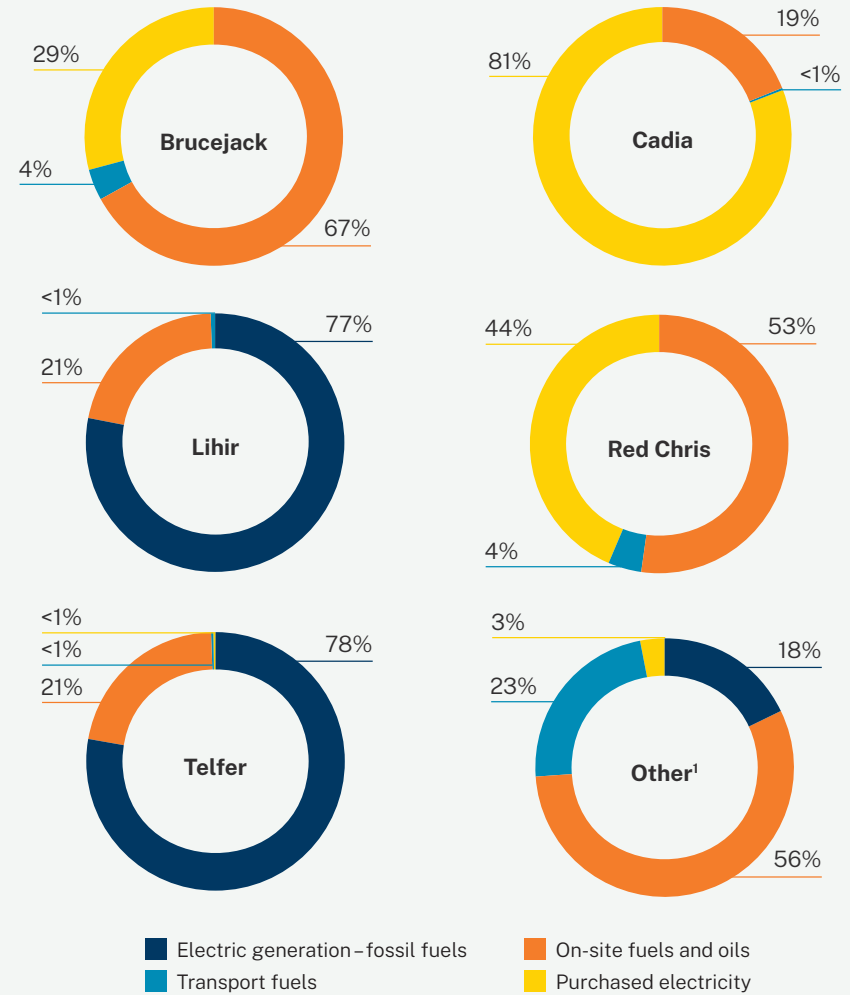
<sup>1</sup> Kg CO<sub>2</sub>-e per tonne of ore milled and compared to a baseline of FY18 emissions.

Energy consumption across Newcrest operations (GJ) FY18-FY22

(Refer to GRI 302-1 on page 80).



Energy consumption across Newcrest's operations

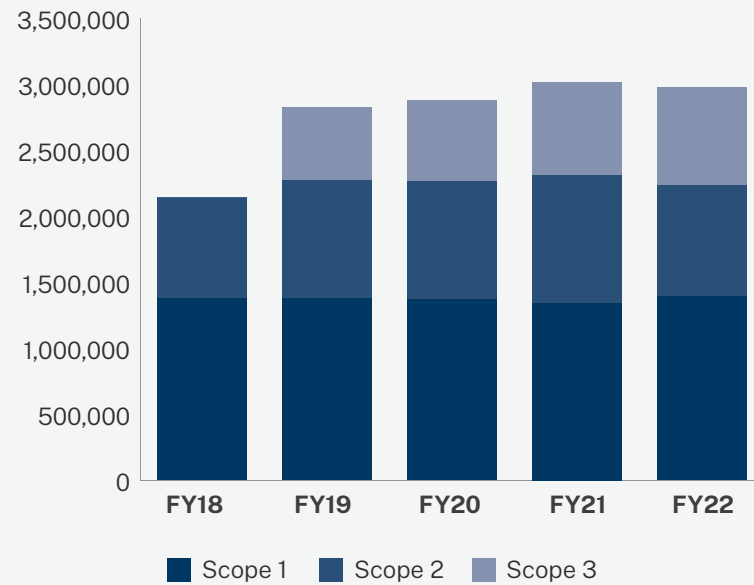


1 'Other' includes energy consumed by Exploration, Namosi JV and Corporate Offices.



### Newcrest GHG emissions (tCO<sub>2</sub>-e) FY18-22

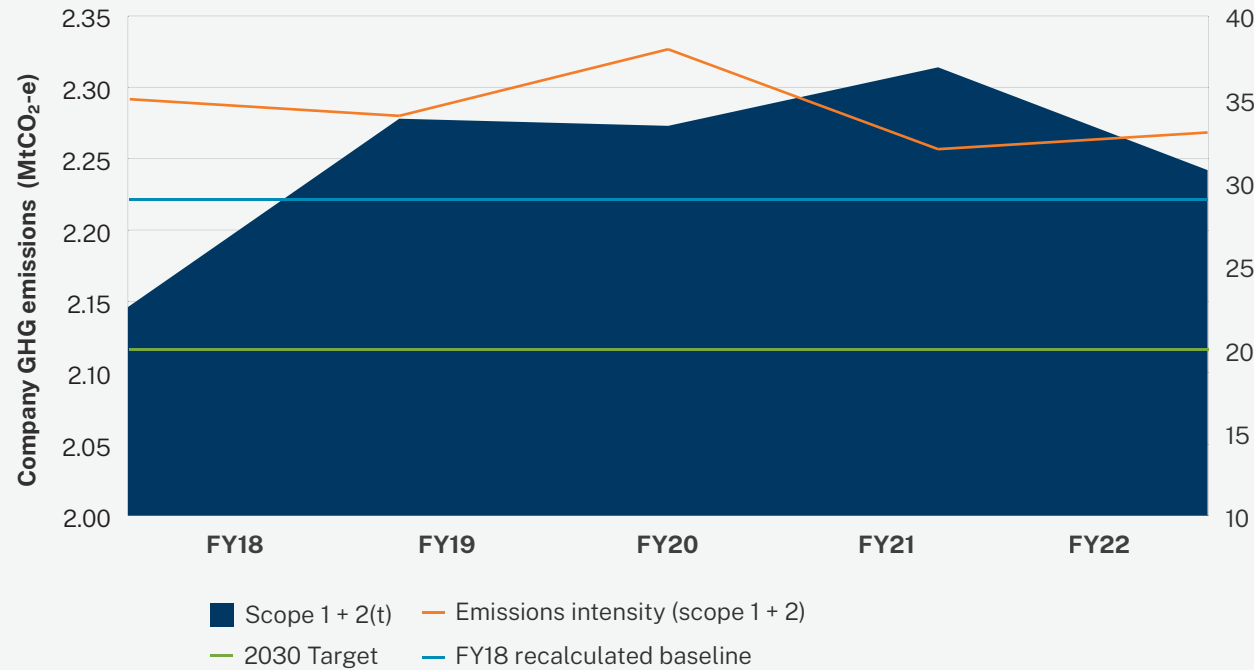
(Refer to GRI 305-1, 305-2 and 305-4 on page 86-88).



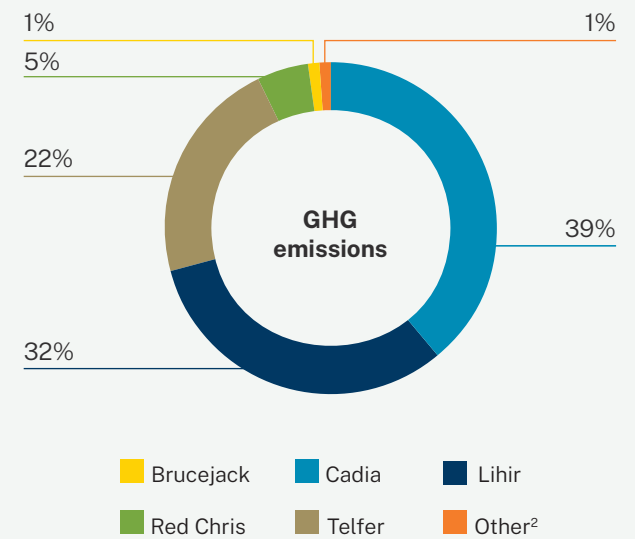


**Newcrest GHG emissions (MtCO<sub>2</sub>-e) and emissions intensity (kg CO<sub>2</sub>-e/t ore milled)<sup>1</sup>**

(Refer to GRI 305-1, 305-2 and 305-4 on page 86-88).



**Proportion of GHG emissions across sites (%) FY22**



1 The FY18 recalculated baseline excludes operations that are no longer included in Newcrest's portfolio (including Bonikro and Gosowong) and includes Red Chris.

2 Other: includes Corporate Offices (Melbourne, Perth, Brisbane, Port Moresby and Vancouver offices and Orange Lab, New South Wales), Exploration and Namosi JV.

**Newcrest Value Chain GHG emissions (ktCO<sub>2</sub>-e) FY22**  
 (Refer to GRI 305-1, 305-2 and 305-4 on page 86-88).

**Upstream**

Scope 3

**321**

Purchased goods (excl. fuels):  
lime, capital items, grinding  
material and other goods.

**175**

Upstream fuel

**37**

Business travel

**Newcrest operations**

Scope 1

**1,398**

Gas, diesel, heavy fuel oil.

Scope 2

**843**

Electricity procurement

**Downstream**

Scope 3

**0.4**

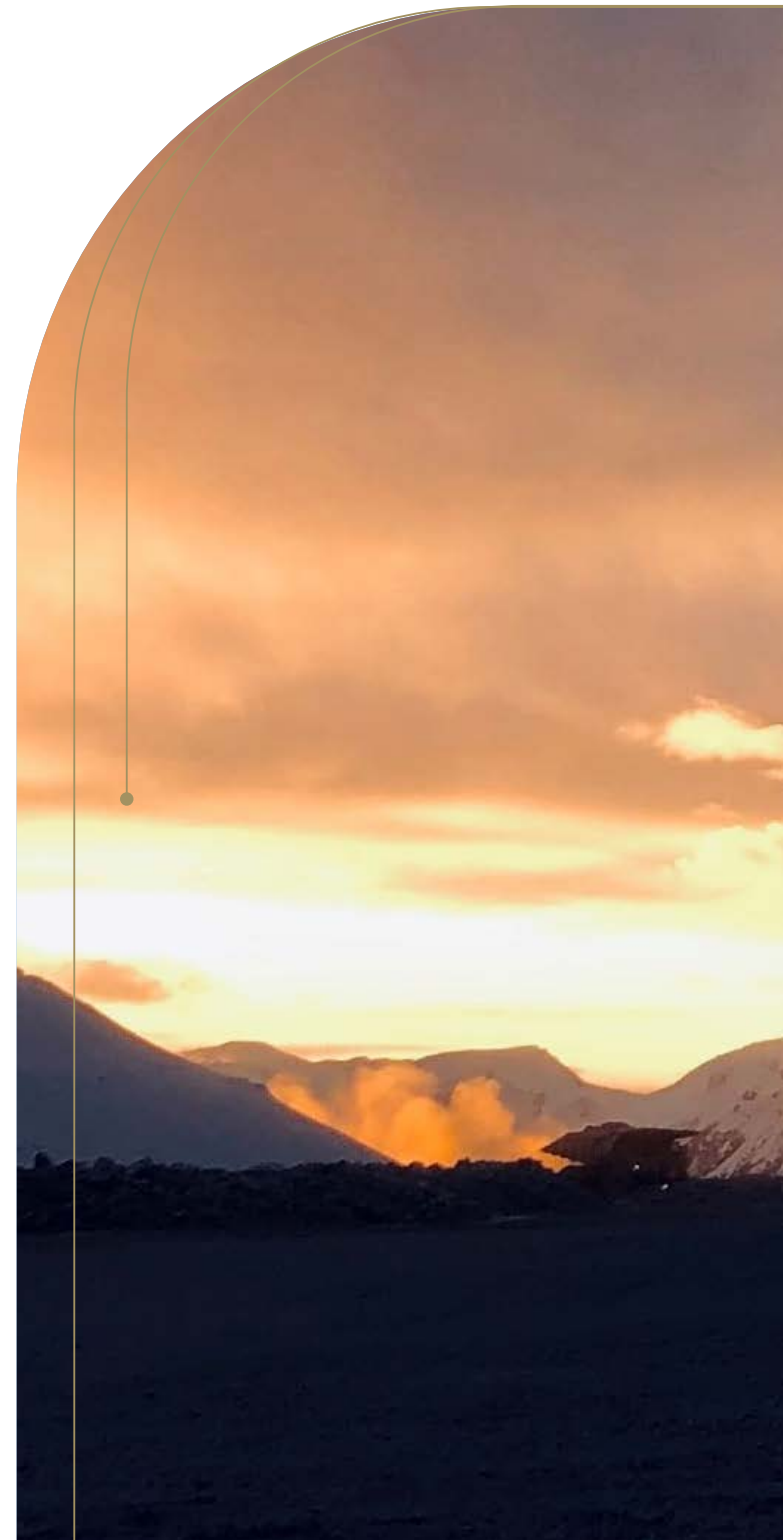
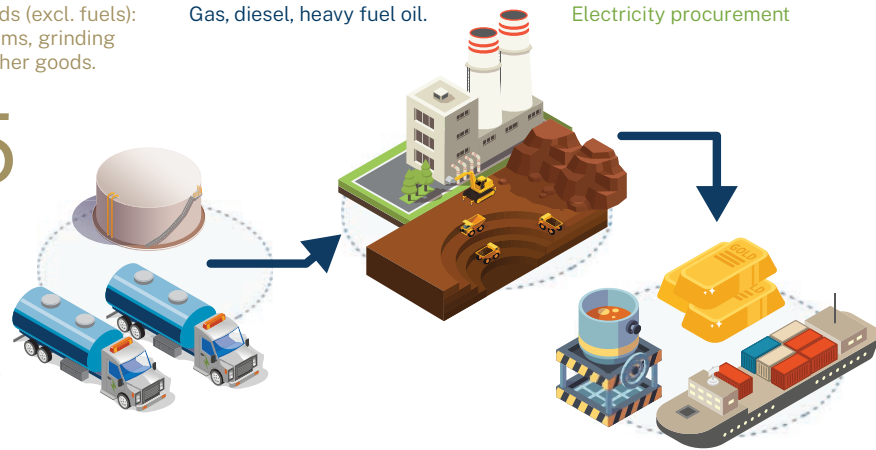
Au refining

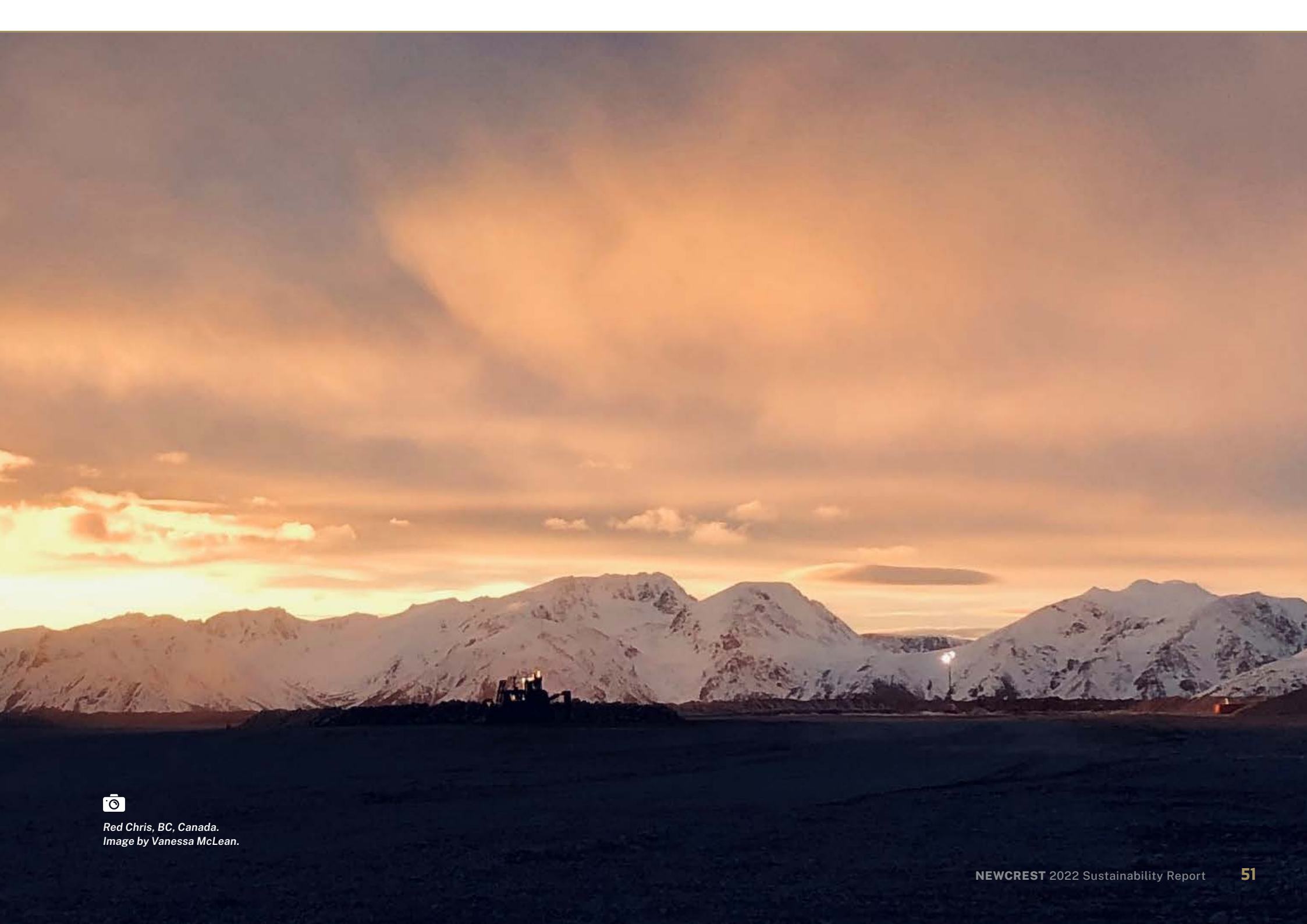
**88**

Cu smelting/refining

**119**

Marine shipping

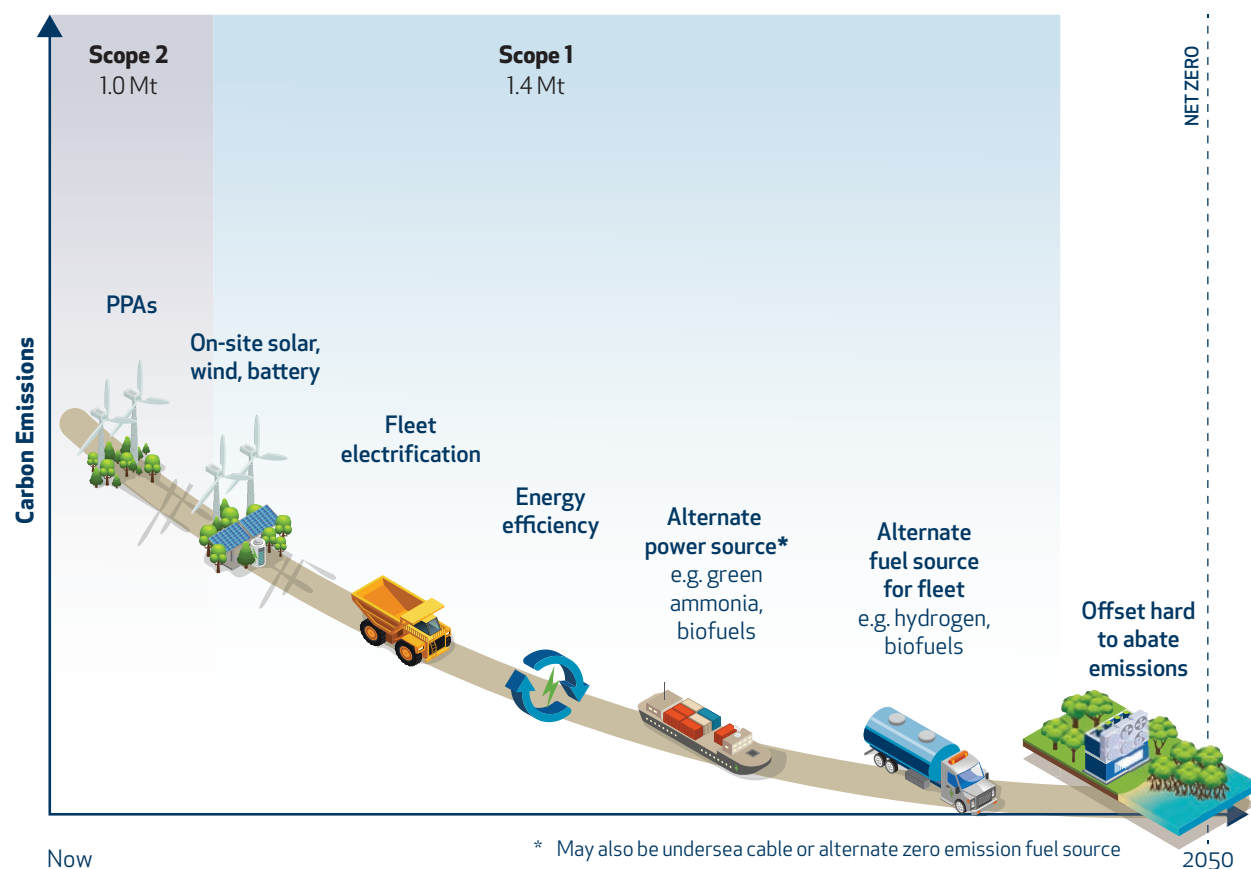




Red Chris, BC, Canada.  
Image by Vanessa McLean.

## Pathway to Net Zero Carbon Emissions

Our Group Net Zero Emissions Roadmap for Scope 1 and Scope 2 emissions has identified decarbonisation options for Newcrest to deliver its goal of net zero carbon emissions by 2050. The options are summarised in the below roadmap graphic:



## Scope 1 and Scope 2 GHG Emissions

Cadia, Red Chris and Brucejack are grid-connected, with Red Chris and Brucejack connected to the predominantly hydro-powered BC Integrated electricity grid. A grid connection allows the inclusion of renewable power without needing geographic proximity to the site operations. These three mines account for ~46% of our FY22 emissions. Newcrest's decarbonisation challenge is at Lihir, which accounts for ~32% of our FY22 emissions. The challenges lie with Lihir's remote location, closeness to the equator and constrained land mass. Decarbonisation options under consideration include emerging technologies, processing efficiencies and carbon offsetting.

## Scope 3 GHG Emissions

While not part of our goal of net zero emissions by 2050, Scope 3 GHG emissions do contribute to our overall carbon footprint. Our largest 25 customers and suppliers contributed approximately 71% of our FY22 Scope 3 GHG emissions. Newcrest plans to work with our key customers and suppliers to determine mutually achievable pathways to net zero emissions.

## Carbon offset strategy

Direct action that results in absolute emission abatement is Newcrest's preference, but on those occasions where carbon offsets are used, Newcrest intends to work with landowner partners to develop carbon offsets with social co-benefits. Nature-based carbon offsets have the potential to deliver employment and enterprise opportunities, enhance and preserve biodiversity, improve air and water quality and conserve biological habitats.

Newcrest intends to invest in projects to deliver carbon offsets that are accredited as high-quality by verified registries. In sourcing and potentially developing our own projects, we can further enhance potential co-benefits with communities. We may also source carbon offsets from carbon markets from time to time if necessary to maintain the carbon emissions profile in the roadmap.



 Red Chris, BC, Canada.  
Image by Amanda Rathburn.

# Environment

**Respecting the Environment is a key pillar in our sustainability approach.**

Our environmental policies are supported by performance standards related to water, land use and disturbance, biodiversity, waste rock, tailings management and hazardous materials. Our environmental management systems at each operation are based on our internal standards, aligned with the principles of ISO14001 (i.e. plan, do, check and act). First and second line assurance reviews are periodically conducted and improvements to systems progressed where identified. In FY22 we:

- Developed a group water target that allows for site-specific water context.
- Progressed developing a water maturity framework to guide a catchment-based approach to water stewardship.
- Progressed a tailings governance program aligned with international best practice.
- Implemented Biodiversity Action Plans and Water Efficiency Plans at our mine sites.
- Updated the Red Chris closure plan.

## How we manage our potential environmental impacts

### Our approach to tailings and waste rock management

Tailings and waste rock are our two largest waste streams, and we manage these strategically to facilitate long-term geochemical and physical stability. Tailings are a by-product of mining, consisting of processed rock or soil left after the economically recoverable metals and minerals have been extracted from crushed ore. Waste rock is defined as the barren rock in a mine or mineralised material that is too low in grade to be mined and milled economically.

### Tailings management

Telfer, Red Chris and Cadia use terrestrial Tailings Storage Facilities (TSFs), while Lihir uses Deep-Sea Tailings Placement (DSTP) in a suitable deep-ocean location. The use of DSTP was also selected as the preferred tailings management option for our Wafi-Golpu project. Brucejack conducts backfilling of tailings underground complemented by controlled deposition into a lake under government approvals.



Telfer, WA, Australia.

Our intent to operate tailings facilities safely and responsibly is documented in our Tailings Management Policy and our Tailings and Water Storage Standard. These documents align with the ICMM Position Statement on Preventing Catastrophic Failure of Tailings Storage Facilities and the Global Industry Standard on Tailings Management (GISTM). The foundation for this Position Statement is a TSF governance system that focuses on key elements to maintain TSF integrity and minimise the risks of catastrophic failure. Progressive implementation activities are underway at our sites to meet the GISTM requirements prior to the compliance deadlines.

Newcrest maintains systems and processes for tailings dam stewardship and managing our critical control systems that monitor the tailings performance applied to Newcrest's operations (including water storage dams). All our operations have emergency response teams on-site, trained and equipped to manage situations, including potential incidents related to tailings management.

## Deep-sea Tailings Placement (DSTP)

DSTP was chosen by the initial operator of Lihir as the preferred tailings management method during studies for the project more than 25 years ago. This followed a comprehensive risk assessment of social, environmental and safety aspects. The PNG Government required rigorous technical, social and environmental studies prior to the approval of the DSTP system. The integrity of the DSTP system at Lihir is regularly inspected and includes an alarm system to track potential changes in normal operating conditions. A second DSTP pipeline has been refurbished at Lihir as a backup to provide flexibility in managing the tailings discharges. The system is monitored daily and via annual environmental sampling, based on a government-approved Environmental Management and Monitoring Plan (EMMP) reviewed every three years. Since being built, the system has operated as designed. During FY22 Lihir commenced a comprehensive five-yearly review on the

performance of the DSTP system aligned with regulatory approvals including collection of seabed samples, ocean current measurement and water quality sampling across multiple locations. This program of study is scheduled to continue into FY23 involving a research vessel and external specialists.

DSTP has also been selected as the preferred tailings management option for Wafi-Golpu. The Wafi-Golpu Environmental Impact Statement (EIS) is publicly available on the Wafi-Golpu Joint Venture (WGJV) website and includes information on comprehensive DSTP studies used to inform the selection of DSTP as the preferred tailings management option for Wafi-Golpu. The PNG Government commissioned independent peer reviews of the EIS from international and national environmental science experts between 2018 and 2020, and following those review processes, issued an Environmental Permit for the Wafi-Golpu project in December 2020.<sup>1</sup>

<sup>1</sup> Subsequently, the Governor of the Morobe Province and the Morobe Provincial Government commenced legal proceedings in the National Court in PNG seeking a judicial review of the PNG Government's decision to issue the Environmental Permit. The participants in the WGJV are not a party in these proceedings. When preparing this report, the judicial review application was underway, however it had not affected engagement between the WGJV participants and the PNG Government to progress the permitting of the Project.

## Tailings management performance in FY22

During FY22, Newcrest continued its implementation of the Newcrest Tailings Governance Policy aligned with the requirements of the GISTM. As of 30 June 2022, Newcrest had 13 land-based TSFs: four were in active use; two are inactive and under short-term care and maintenance and are expected to resume operations following improvements; and seven are under long-term care and maintenance.

Tailings placement activities during FY22 included:

- Red Chris has one TSF in operation, contained by two dams, based on centreline design.
- Telfer continued deposition into TSF8 (a new facility commissioned in FY21) with a further six smaller facilities no longer in use. TSF7 commenced as a downstream design and had lifts added in an upstream configuration, and TSF8 was commissioned as a downstream-constructed embankment.
- The exhausted Cadia Hill open pit is being used as a TSF. Currently, it receives all tailings during repair of the Northern TSF (NTSF) and Southern TSF (STSF), which both commenced as downstream designs

and have had lifts added in centreline and upstream configurations. Both dams are currently inactive. At Blayney, near Cadia, there is a historic copper mine shaft (from a legacy exploration lease) with an associated small remnant tailings facility (approximately one hectare footprint) currently under long-term care and maintenance.

- In Ecuador, we have an equity interest in Lundin Gold, which operates the Fruta Del Norte gold project and its downstream-raised TSF.

**Note:** In March 2018, there was a limited breakthrough of tailings material at the NTSF embankment at our Cadia operation. The breakthrough was contained within the STSF, with no environmental damage. These storage facilities have been temporarily suspended and activities are underway in consultation with regulators to convert them to centreline raised dams. A panel of independent technical experts reviewed the Cadia NTSF incident and provided a report in April 2019, which is publicly available on our website. Newcrest accepted all the findings and recommendations of the independent review panel and has been progressively implementing recommended improvement actions.

## Internal and external reviews

As part of the annual internal reviews of the TSFs for each of our sites, the tailings management team conducted reviews with third-party specialists and appointed Engineer of Record (EOR) to assess the risks, designs, operational performance and effectiveness of the management systems (including conformance to our Tailings and Water Storage Standard) and to track the progress of any improvement opportunities.

Each of our active TSFs is subject to an external safety inspection on a rolling annual schedule. In addition to the external reviews, verification activities are undertaken in line with industry guidelines. Our Material Risk Program also considers potential risks associated with the TSFs by identifying potential hazards and ensuring associated controls are in place, reflecting the consequence of a release of tailings or water to the communities, the environment and public safety. Since FY19, we have maintained a program of deeper technical and engineering reviews of our TSFs as part of our broader Material Business Interruption Risk studies. These studies have been conducted by industry-recognised and independent Subject Matter Experts (SMEs). The review and analysis undertaken by the SMEs is also reviewed by a panel of three independent experts.



All Newcrest sites have an EOR and a Responsible Tailings Facility Engineer (RTFE) appointed for all tailings facilities and water storage dams. In addition, Newcrest has appointed an Accountable Executive in line with the governance requirements of the GISTM. The EORs and RTFEs routinely inspect and monitor dam and embankment performance. An Independent Engineering Review Panel (IERP) is now active for Red Chris, and an Independent Technical Review Board has been established for Cadia.

Information about Newcrest's tailings facilities is also published in the Investor Initiative global database, allowing investors to find information submitted by mining companies about tailing facilities and the potential impact of climate change and extreme weather events on dam stability. We support the increased transparency this database offers stakeholders and provide regular updates.



Red Chris, BC, Canada

## Waste rock

Newcrest operations at Cadia, Telfer, Red Chris and Brucejack use purpose-built, engineered waste rock dumps. Some waste rocks' geochemistry can generate acid leachate when exposed to air and water (acid and metalliferous drainage). The geochemistry of waste rock is monitored, and Potentially Acid Forming (PAF) waste rock is encapsulated in engineered waste rock dumps in accordance with the regulatory permitted designs.

Unprocessed waste rock (overburden) is managed at Lihir through the offshore placement from barges at government-approved locations. This process is conducted according to the Lihir environmental permits established with the regulators following an extensive environmental assessment.

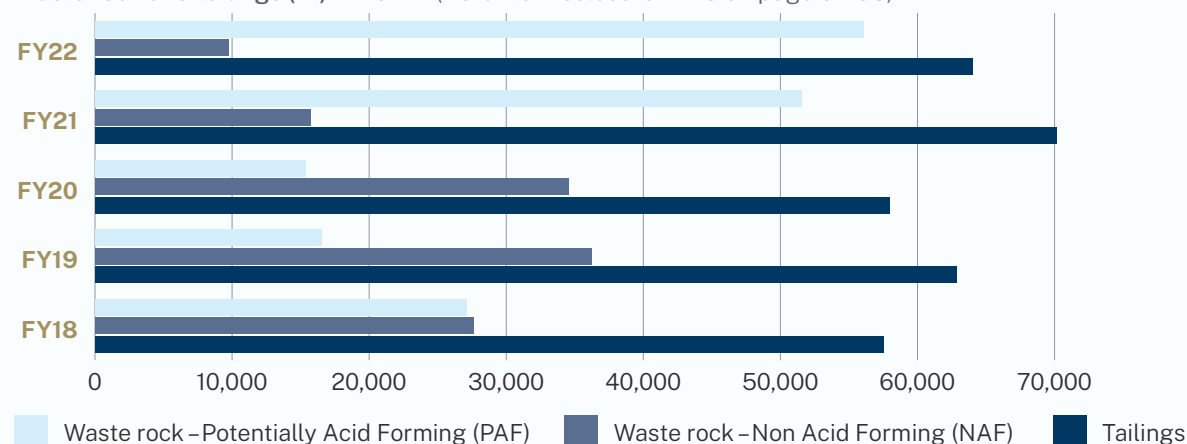
The placement of most waste rock underwater at Lihir prevents the potential generation of acid and metalliferous drainage. Lihir also uses waste rock to construct a harbour platform (reclaimed land) with volumes of excess waste rock that can be placed underwater from the edge of the harbour platform per operating permits.

## Waste rock management in FY22

- Telfer continued the progressive rehabilitation of waste rock dumps in line with closure designs. Telfer is also completing a waste rock optimisation program to apply efficient placement strategies and the construction of final landforms to avoid double handling material where possible.
- Cadia's current focus on underground operations means it produces minimal waste rock, and significant progressive rehabilitation has already been completed for the existing waste rock dumps. A third-party review on rehabilitation performance on one of the Cadia waste rock dumps commenced in FY22 in consultation with regulators and is scheduled for completion in FY23.

- At Red Chris, studies are currently underway to review waste rock storage areas to support the projected life of the current open-pit mine and potential future development options. Engineering designs and operational management measures to help reduce the potential period for post-closure water treatment of waste rock dump leachate are also under review as part of regular closure plan updates and integrated mine planning.
- Lihir continued to track the volume of waste rock placed by barges through an electronic system, and the mine conducted regular bathymetric surveys and water quality sampling to monitor the condition of the seabed and marine conditions.

Waste rock and tailings (kt) FY19-22 (Refer to Disclosure MM3 on page 97-98).



## Non-mineral waste

The Newcrest Non-Mineral Waste Management Standard specifies requirements for managing non-mineral waste streams at each of our operations, including waste from mine camps and operational facilities. Telfer, Lihir, Red Chris and Brucejack maintain landfills in accordance with their mining permits. Lihir also uses incinerators to help manage waste. Cadia uses local contractors to transport waste off-site for disposal in government-certified locations. The sites are audited regularly to ensure compliance with our Non-Mineral Waste Management Standard.

## Our approach to water stewardship

Processing mined materials can require large volumes of water and affect the water quality of both surface and groundwater resources. Because of that, water stewardship is critical to help the mining industry manage water resources collaboratively with the communities and other water users in the watersheds where we operate. Understanding the relevance, risks and opportunities of a catchment-based approach to water stewardship has been fundamental to improving water management across our operating sites.

## Our water management

Our sites use water from various sources: surface water, groundwater, recycled water, seawater, tailings reclamation and mine dewatering. Where practical, we recycle water to reduce consumption. We use:

- water in process plants for gold and copper production
- seawater at Lihir for cooling and tailings dilution
- dewatering for access to mine voids
- water for dust suppression
- water for services in camps and potable water supplies.

Our Water Stewardship Policy and Water Management Standard recognise that a holistic catchment-based approach to water management is required to achieve resource sustainability. Our Standard defines the requirements for water monitoring at all managed Newcrest sites and supports the establishment of local monitoring processes. It requires each operation to assess water risks and maintain a water management plan and water balance to guide efficient water use. It also manages potential local and regional catchment impacts on water sources used by operations and local communities.

## Water risk ratings in regions where our sites are located

Our sites are located in various climatic regions and, depending on seasonal variations, may experience water surplus or reduced water availability. According to the global online Aqueduct Water Risk Atlas<sup>2</sup>, the overall regional water risk ratings (based on quantity, quality, regulatory and reputational risks) in the regions where Newcrest operates range from low to extremely high. The ratings are: Red Chris and Brucejack (low); Cadia (low to medium); Telfer (high); and Lihir (extremely high). Site-related water risks can include drought or flood events and potential impacts on the groundwater or surface water quality during underground mine dewatering or the controlled discharge of mine runoff water.

Where possible, water from all active terrestrial TSFs is reused and recycled within the process plants to increase water efficiency.

We use the MCA Water Accounting Framework to support water reporting for all our operations and the ICMM Water Reporting Guidelines. Water extraction volumes, discharge volumes and quality are monitored in accordance with regulatory and internal requirements to mitigate potential impacts and manage risks.

<sup>2</sup> The Aqueduct Water Risk Atlas rates water risk according to a five-tiered scale that comprises: low risk (0 to 1), low to medium risk (1 to 2), medium to high risk (2 to 3), high risk (3 to 4), extremely high risk (4 to 5).

## Group water target

In FY22, we focused on developing a group water target building on knowledge gained during the development and application of site water efficiency plans and water risk assessments in FY21.

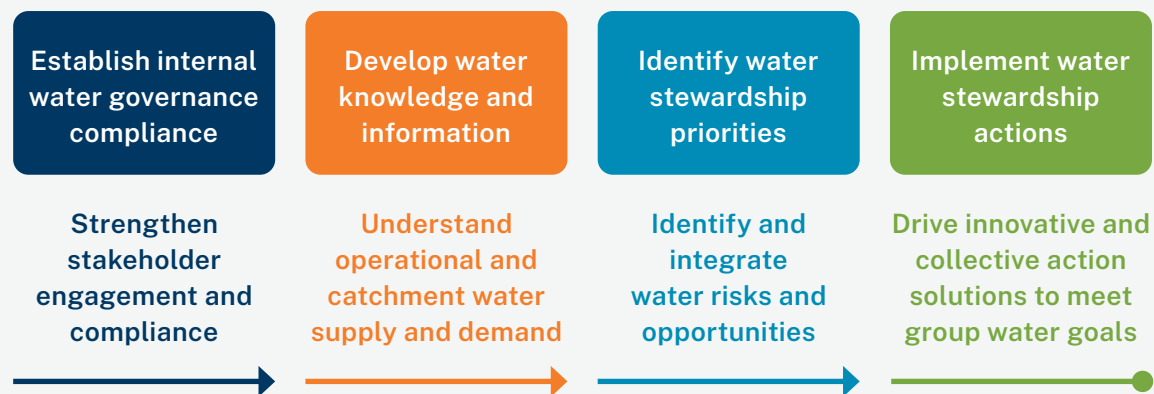
A group water target was developed, aligning with the Newcrest Water Stewardship Policy.

In support of this target, Newcrest has developed Water Prioritisation Principles and a Water Maturity Framework (with key milestones by 2025 and 2030) aligned with leading practices to assist the sites in identifying and reducing their dependency on high-value water sources and integrate water stewardship.

## Strengthening our water management

### Water stewardship maturity framework

We developed a water stewardship maturity framework to promote a consistent business-wide approach to driving continuous improvement and maturing our water stewardship actions within the specific watershed context of each site. The maturity framework is intended to help the sites understand their current and desired state of water stewardship and regularly set context-based water targets and continuous improvement objectives to meet our water stewardship goals by 2025 and 2030.



By 2030 or sooner, we intend to optimise site water efficiency to reduce the dependency on high-value water sources<sup>3</sup>, guided by proactive engagement with other catchment water users to address shared water challenges and enhance equitable water access.

<sup>3</sup> Determined using Water Prioritisation Tool, as outlined on page 61.

## Water source prioritisation principles

Water source prioritisation principles and a Water Prioritisation Tool have also been developed to guide the identification and ranking of high-value water sources based on the site-specific catchment context and assess the feasibility of reduction opportunities for contribution to the group target. The principles and tools are aligned with the ICMM water reporting guidelines and the MCA Water Accounting Framework.

### Principle 1: maximise the use of internal water sources

**1a) Maximise the use of water collected and returned (reuse and recycle) within the mining operation, including:**  
e.g. returns from processing plants, TSF ponds and seepage collection, or others.

**1b) Maximise the use of water accessed due to mining activities, including:**  
e.g. harvesting of rainfall-runoff, dewatering of orebodies.

### Principle 2: optimise the use of low-quality external water sources

**2a) Optimise the use of low-quality water from third party organisations, including:**  
e.g. untreated wastewater, industrial and municipal effluent.

**2b) Optimise the use of seawater and low-quality water from environmental sources, including:**  
e.g. seawater, saline/hypersaline groundwater.

### Principle 3: use higher quality external water sources

**3a) Use high quality treated water from third party organisations, including:**  
e.g. desalinated seawater, (treated) wastewater or industrial effluent.

**3b) Use high quality water from environmental sources, including:**  
e.g. fresh water and brackish water from rivers, lakes, dams and groundwater.

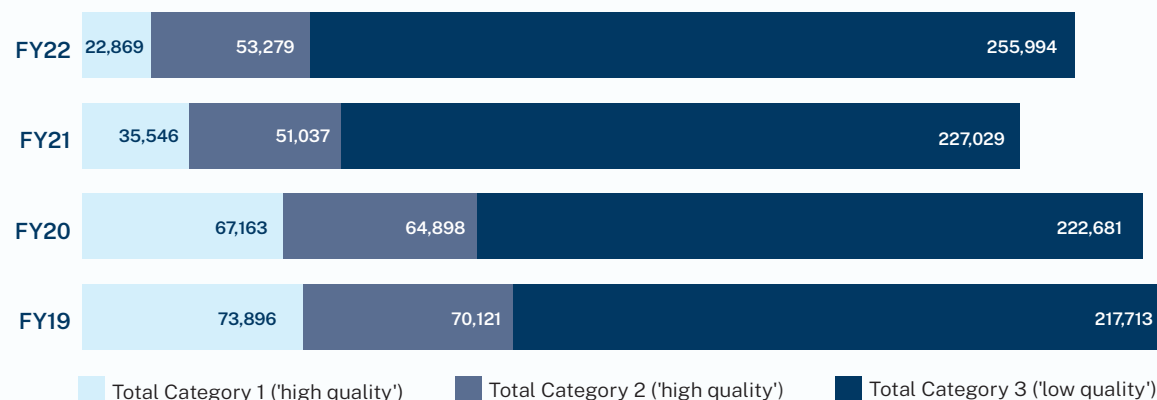
**3c) Use potable grade water from third party organisations, including:**  
e.g. municipal or contract potable water supply.

## Water management performance

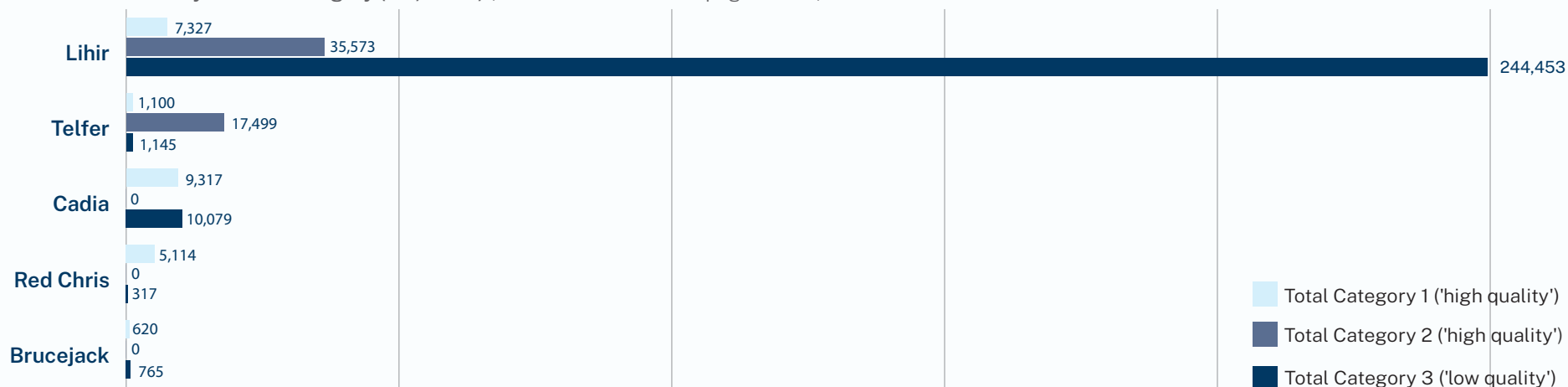
Key water management activities in FY22 included the progression of site-specific water efficiency plan actions at each site and collaborative development of the group water target, and the Water Prioritisation Principles and Water Stewardship maturity framework.

The total water withdrawn across the Group in FY22 increased by ~6%, however the withdrawal of Category 1 'high quality' water decreased by ~36%. Consistent with previous reporting, the majority of water withdrawn was Category 3 water (low quality or high salinity water), mainly related to the use of seawater at Lihir for cooling in the process plant and diluting tailings for the DSTP system.

Water withdrawn by category over time (ML) FY22 (Refer to GRI 303-3 on page 83-84).



Water withdrawn by site and category (ML) FY22 (Refer to GRI 303-3 on page 83-84).



## Air quality

During FY22 Cadia experienced ongoing challenges with dust management from the NTSF and STSF, resulting in complaints from nearby residents. We take the concerns of our nearby communities seriously, and acknowledge our performance during FY22 is not consistent with the expectations of local residents and with our own values. This has resulted in:

- The NSW Environment Protection Authority issuing a penalty infringement notice and a fine of A\$15,000 for failure to meet continuous air quality monitoring requirements;
- A show cause notice concerning a dust emission event from the TSF in April 2022;
- A show cause notice concerning hydrogen sulphide and odour emissions from operations during December 2021 and April 2022 respectively;
- A minor, contained spill at the Molybdenum Plant during May 2022.

Newcrest continues to apply various dust suppression products and techniques at Cadia, including aerial dispersion of suppressants, hydromulching and a tracked vehicle to apply dust suppressants to the facility's surface. We continue to engage with the regulator and the community to resolve these issues. Improving our environmental performance at Cadia is a company priority for FY23.

We remain committed to fulfilling our **environmental obligations** and to **meeting the expectations** of nearby communities.



## Land management and rehabilitation

Progressive investment in rehabilitation, integrated into mine plans, is not only good for our environment and communities but can reduce the scope and cost of rehabilitation at mine closure. Each operation sets rehabilitation objectives based on regulatory requirements, mine plan objectives, business resources, closure plan objectives and stakeholder considerations. Each operation monitors and adaptively manages annual progressive rehabilitation in line with mine plans. Based on current mine plans, information on the areas of disturbed land, rehabilitated land, and land available for rehabilitation is reported on page 96.

Our approach to progressive rehabilitation aligns with regulator and stakeholder expectations while considering the availability of operational areas based on mine plans and closure plans. We consider whether future mining is likely to affect specific areas of the mine's footprint to avoid rehabilitated areas being disturbed later.

At the local level, each site has procedures to manage local land disturbances considering cultural heritage aspects. These comply with the Land Use and Disturbance Management Standard and other relevant Newcrest standards and policies, including our Environmental Policy.

During FY22, all operations advanced their progressive rehabilitation planning and implementation. Our effective monitoring includes using specialist consultants to assess rehabilitation performance where required.

- Telfer advanced progressive rehabilitation of waste rock dumps utilising a dedicated contractor rehabilitation fleet to implement progressive rehabilitation plans integrated with the mine and site closure plans.
- Cadia continued work on an offset area west of the mine site at the Black Rock Range to improve the condition of the land and increase the habitat for significant species in the area. Cadia also continued the establishment of biodiversity corridors to provide pathways for local fauna to traverse the offset area and continued planting programs and weed management on farms owned by Cadia adjacent to the mine in collaboration with tenants.

- Lihir does not have waste rock dumps (only low-grade ore stockpiles), and progressive rehabilitation opportunities are limited to small areas from other discontinued operational activities that become available occasionally. During FY22, Lihir rehabilitated the land available near road verges, the airport and old landfill.
- Land disturbance at Red Chris is managed through the Newcrest Red Chris Mine Land Disturbance Approval process, ensuring that new land disturbance is minimised. Rehabilitation and reclamation activities remained on hold during the reporting period while the mine plan was updated for future potential growth options, and the mine closure plan was updated and lodged with the regulator.

Newcrest practises **progressive landscape rehabilitation**, undertaking rehabilitation work throughout the life of a mine.



## Managing mine closure

Early consideration and long-term planning for mine closure is critical to delivering sustainable benefits for people and the planet. Managing mine closure effectively remains a key component of responsible mining, and a responsibility that Newcrest takes seriously. Our commitment to effective mine closure is detailed in policies and standards that require the ongoing assessment and mitigation of potential environmental, cultural heritage and social impacts at every phase: from exploration through to project development into active operation and eventual closure and post-closure.

We participate in ICMM's Mine Closure Working Group, which facilitates peer company discussion on closure practices. We have been applying the shared experience from the Working Group to strengthen the integration of closure into our business planning and decision-making.

Our Mine Closure Management Standard outlines a multi-disciplinary approach to closure planning that meets regulatory and corporate requirements, while also considering stakeholder expectations. Ongoing engagement on mine closure planning with regulators, the community and industry enables us to achieve our environmentally and socially responsible objectives.

Mine closure plans are regularly reviewed and updated throughout the life of each operation to support mine planning and progressive rehabilitation. The plans include the assessment of closure risks and opportunities for the business. For each update, the plans and cost estimates are independently reviewed by expert third parties to ensure the plans and associated costings meet Newcrest standards (including the Assurance Standard) and Accounting Standards.

Closure considerations are integrated into our Life of Province Plans as part of ongoing long-term business planning. The Internal Mine Closure Management Guidelines also incorporate social closure planning aspects and cost estimation methodologies.

Mine closure planning includes addressing a range of social aspects, for example, the long-term ownership and use of land, assets and infrastructure beyond the life of the project. Our Social Performance Standard requires all our operations to integrate and maintain a stage-appropriate social closure plan, which incorporates the social aspects of the pre-closure period, decommissioning and post-closure monitoring and maintenance strategies.

Stakeholder concerns and aspirations relating to post-mining transitions must also be identified and addressed. Closure considerations are integrated into land-use agreements, cultural heritage management, social investment programs and other social development mechanisms throughout the life of each Newcrest operation.

In addition to regular checks to ensure existing closure and rehabilitation provisions were appropriate at each operation, during FY22:

- Red Chris updated its mine closure plan, which was lodged with the regulator.
- Havieron conducted a review of their closure provisions.
- Preliminary review of financial provisions was conducted at Brucejack.

## Biodiversity management

Our Biodiversity Policy outlines our intentions to protect and manage biodiversity values related to our operations in areas under our control or influence.

During FY22, our sites progressed the implementation of their Biodiversity Action Plans, including updates to baseline studies of relevant species, and Cadia continued the maintenance and enhancement of the Black Rock Range biodiversity offset area. We are also working towards our objective to have no net loss of biodiversity values at new projects. During project planning and prior to surface disturbance activities, we assess protected areas and species within the region, including whether our operations could potentially impact biodiversity. If our operations contain areas of protected habitats or species, these are managed with site-specific plans, and regulatory approvals are obtained for each phase of the project. Aligned with these principles, Havieron developed a draft environmental and biodiversity offset strategy for review with community representatives and regulators. Biodiversity management is also a critical component of mine closure planning as land rehabilitation directly impacts local flora and fauna.

Under our Biodiversity Management Standard, we maintain a documented knowledge base of regional biodiversity features and their significance. As of 30 June 2022, four species with habitats in areas affected by our operations were identified as Critically Endangered according to the International Union for Conservation of Nature (IUCN) Red List, three of which were also critically endangered on national conservation lists.

There were three species that were identified as Endangered on the IUCN Red List, and these, as well as a further two species were listed as Endangered on national conservation lists (refer to GRI 304-4 on page 85).

Our Biodiversity Management Standard requires ongoing assessment of the potential risks to these species and the application of site-based monitoring and environmental management systems to complement regulatory requirements as required. It also involves the application of a mitigation hierarchy to avoid, minimise, mitigate and offset potential impacts in agreement with regulatory bodies.

## Environmental incident management and communication

We are committed to communicating with relevant stakeholders about environmental issues or concerns. Environmental incidents are reported, investigated and assessed according to their environmental consequences; environmental authorities are notified where required and remedial action is undertaken. Incident investigations identify and implement appropriate preventive and remediation measures; these investigations consider both the actual and potential outcome of an incident. During FY22, we recorded no significant environmental incidents (Newcrest Level 3<sup>4</sup> or higher rating) and 19 Level 2 environmental incidents, as reported on page 41 (Environmental Regulation and Performance) in the Directors' Report of the 2022 Annual Report.

<sup>4</sup> Levels of environmental incidents are categorised based on factors such as spill volume, incident location (on-site or off-site) and environmental consequence. Incident numbers are based on four levels of actual environmental consequence including: 1 (Minor), 2 (Major), 3 (Critical) and 4 (Catastrophic).



Telfer, WA, Australia.  
Image by Kristian Gerathy.

# Growth and Financial Sustainability

**Newcrest manages its financial performance, productivity and economic sustainability through growth and by establishing strong relationships with governments to mitigate geopolitical risk.**

In FY22 we:

- Advanced our global organic growth projects at Red Chris, Havieron, Lihir and Cadia.
- Added the high grade Brucejack mine to our unrivalled portfolio of assets.

Our EDGE performance improvement philosophy empowers every employee to adopt an owner's mindset and allows us to implement safe value-adding solutions to identified opportunities. Purpose-built for Newcrest, EDGE is designed to entrench a culture of innovation, high performance and continuous improvement.

## Performance in FY22

Newcrest delivered a strong operational and financial performance for FY22, producing 1.96 million ounces of gold at an All-In Sustaining Cost of \$1,043 per ounce, generating a statutory

and underlying profit of \$872 million and cash flows from operating activities of \$1,680 million. Notably, Cadia achieved its lowest reported All-In Sustaining Cost (AISC) for a twelve-month period of negative \$124 per ounce, producing 561,000 ounces of gold. Newcrest remains committed to disciplined capital management, declaring a final FY22 dividend of US 20 cents per share, bringing total dividends for the full financial year to 27.5 cents per share – exceeding the minimum payout targeted by our dividend policy. Newcrest's balance sheet remains robust, with significant liquidity available<sup>1</sup> to fund growth.

## Progressing growth

Newcrest made significant progress in advancing its global organic growth projects during FY22 with the findings of the Red Chris Block Cave, Havieron Stage 1, Lihir Phase 14A and Cadia PC1-2 Pre-Feasibility Studies released in the first half of the financial year.

In the second half of the financial year, Newcrest took another step forward in its profitable growth journey by acquiring Pretium, adding the high grade Brucejack mine to Newcrest's quality

asset portfolio. The three-stage transformation project is currently in progress, aiming to maximise Brucejack's long-term potential and unlock additional value for shareholders. Newcrest also remained focused on exploring the significant near mine, extensional and district-scale opportunity across the Brucejack district, and exciting drilling results released during the period already support the potential for significant resource growth.

At the world-class Cadia operation, we received approval to increase permitted processing capacity to 35 million tonnes per annum<sup>1</sup> and the first concentrate shipment of molybdenum was delivered in June 2022 following the commissioning of our new plant. The Cadia PC1-2 Feasibility study is nearing completion.

During FY22, Newcrest commenced the West Dome Stage 5 cutback at Telfer. The team continues to pursue the potential for further open pit and underground opportunities to extend Telfer's life. Red Chris and Havieron also continued to deliver strong drilling results, highlighting the potential for further resource growth over time.

<sup>1</sup> The modification approved in December 2021 to increase the permitted processing capacity from 32Mtpa to 35Mtpa is subject to conditions including Newcrest commissioning an independent audit report to the satisfaction of the New South Wales Department of Planning & Environment Secretary in relation to Newcrest's approach to managing and minimising the off-site air quality impacts of the project.

## Sustainability Indices

In FY22, Newcrest was listed on the following Sustainability Indices:

- DJSI Australia
- DJSI Asia Pacific
- MSCI AWI
- MSCI Australia IMI Custom ESG Leader Index
- FTSE4Good

**Safe value creation** for our shareholders always underpins our decision-making.

## A unique suite of competitive technical capabilities

Newcrest continue to advance innovation capabilities to unlock and improve mineral inventories. Movement in FY22 included:

- **Next Gen Mining:**
  - Utilising our caving expertise to extend current assets and deliver our growing portfolio.
  - Integrated autonomous systems at Cadia now capable of full 24/7 production across multiple drives of a whole cave footprint.
- **Robotic Mining:** New hot mining technology and robotic systems enabling safer mining of Lihir's hot ground zones.
- **Selective Processing:**
  - Selective mine to mill processing technologies commissioned at Red Chris prevent misidentification, to redirect ore and waste and increase recoveries.
  - Extended application coarse ore flotation for increased recovery of coarse particles and reduced power demand and water consumption.
- **Next Gen HydroMet:** Selective oxidation currently being used allowing for higher sulphur ore feeds enabling debottleneck rates, lower energy intensity in kwh/t and lower unit costs.



Cadia, NSW, Australia

# Transparent and Ethical Business

## **We are committed to high-quality governance, transparency and ethical business practices across the organisation.**

Our ongoing success is reliant on constructive and respectful engagement with governments and communities in the areas where we operate. Good governance sets the foundation for the way we engage. In FY22 we:

- Initiated development of a new Sustainability Data Centre.
- Refreshed our Code of Conduct and training.
- Introduced a Business Integrity Standard and new Regulatory Compliance Standard.
- Increased awareness of our confidential reporting Speak Out channels.
- Introduced an Ethics Committee.
- Published our annual Tax Contribution Report.
- Participated in Extractive Industry Transparency Initiative (EITI) programs.

Our Ethics and Compliance Framework assesses and monitors the development and implementation of adequate policies, standards and controls to ensure we operate legally, responsibly, and with integrity across all our operations. Key areas of focus include

anti-bribery, corruption, fraud, sanctions, conflicts of interest, data protection, privacy, continuous disclosure and insider trading.

We use targeted baseline research throughout mine development and planning to build an understanding of the national, regional and local stakeholders, and associated politics, history, cultures and challenges.

We maintain a presence in each of our relevant jurisdictions to enable regular dialogue with key stakeholders, and to identify and address concerns as they arise. We also actively engage in policy and reforms directly and indirectly through multiple industry groups, as outlined on page 13.

## **Ethical conduct**

Our refreshed Code of Conduct reflects the values underpinning our behaviour with our stakeholders. Our user-friendly Code is the blueprint that sets the expectations and benchmarks for the way we conduct ourselves and supports everyday decision-making when faced with an ethical dilemma. It includes scenarios, resources and contact details, translated into all our jurisdiction languages and provided in various mediums to meet the access needs of all our people. Refreshed

online and face-to-face training has been developed in line with our refreshed Code of Conduct and is provided to employees and contractors as part of the onboarding process, coupled with biennial refresher training for existing employees and contractors.

## **Speak Out**

The Ethics and Compliance Team took over the management and administration of all Speak Out and Whistleblower reports in May 2021, and has enhanced the reporting of conduct insights and identified trends presented to the Audit and Risk Committee quarterly. Group-wide conduct reporting was implemented in FY22 to enhance our understanding of existing and emerging group trends and the management of emerging risks.

We revised poster communications and introduced face-to-face and virtual Speak Out sessions to improve awareness about our various Speak Out channels and the processes for reporting, receipt, triage, investigation and implementation of actions to increase trust and reporting. A mobile app was introduced, accessible by QR code, to provide a further way to access our confidential hotline.

## Anti-bribery and corruption

We strictly prohibit all forms of bribery, corruption, and other unlawful or improper payments or activities. We will not bribe or attempt to improperly influence any person (including public officials) to act (or omit to act) in any way that differs from the performance of that person's proper duties, obligations, roles or standards of conduct.

Our position on this is outlined in our Code of Conduct and Anti-Bribery, Fraud and Sanctions Policy, as well as in our updated Business Integrity Standard. These outline our minimum obligations to mitigate the potential risks of bribery and corruption, third party due diligence, gifts, hospitality, sponsored travel, donations, sponsorship, conflicts of interest, fraud, theft and sanctions.

High-risk roles are identified and provided with online and face-to-face training and regular, relevant communications about risks and mitigation steps as identified from monitoring activities, risk assessments and internal investigations. High-risk role training extends to our contractors, and managed and non-managed JVs in Australia and Canada.

Our intranet's Ethics and Compliance portal provides employees and contractors with access to our policies, standards and controls about mitigating bribery and corruption risk, as well as information on applicable laws, registers, training resources, frequently asked questions and contact details.

## Performance in FY22

We achieved our target of 95% of identified high-risk roles to have undertaken tailored anti-bribery and corruption (ABC) training. These were delivered via a combination of online training and tailored face-to-face sessions.

A bespoke online training module *Maintaining Business Integrity at Newcrest*, covering anti-bribery and corruption, fraud and conflicts of interest, was provided to high-risk roles in multiple languages via our Learning Management System. Our team of corporate and site-based Ethics and Compliance Champions also conducted bespoke face-to-face training sessions on ABC risks, including disclosure of gifts and hospitality in our relevant registers, the risks and disclosure requirements for actual or perceived conflicts

of interest, privacy obligations and the risks and management of long-standing third-party relationships. The Ethics and Compliance team also facilitated an Executive Committee panel discussion on business integrity risks and case studies that ~350 employees and contractors attended, and hosted two company-wide education sessions on business integrity expectations and obligations attended by ~550 employees and contractors.

Reporting via Speak Out increased in FY22, highlighting increased trust in the Speak Out channels available. This increase is potentially due to better communication, more awareness sessions, and greater internal focus on Respect@Work and psychological safety.

The Ethics and Compliance team have recently taken on accountability for analysing all conduct matters reported and investigated from across multiple business functions, including Human Resources, Social Performance, Security, HSE and Sexual Assault and Sexual Harassment reports, to obtain transparency and a holistic view of conduct trends and emerging risks to focus on across the Group.



## Revenue Transparency

Newcrest is a supporting member of the Extractive Industries Transparency Initiative (EITI), a global coalition of governments, companies and societies working to improve openness and accountable management of revenue reporting from natural resources.

We support the efforts of governments of EITI member countries in which we operate to improve the transparency of revenues flow to government and other benefits generated by the resources sector.

We report in line with the EITI requirements in PNG and engage independent auditors to assure material payments are made in line with reporting requirements.

We also participate in forums to improve revenue transparency, including the EITI multi-stakeholder groups for Australia and PNG. In Canada, we report in accordance with the Extractive Sector Transparency Measures Act (providing an equivalent level of reporting to the EITI standard).

In August 2021, the EITI published an assessment of adherence by member companies against EITI expectations. Newcrest was noted as compliant with all expectations except for publicly supporting contract transparency. At that time, Newcrest

did not issue a specific statement of support or policy on contract transparency, as the 2019 EITI Standard required countries to disclose contracts that govern the exploitation of minerals granted, entered into or amended after 1 January 2021, and Newcrest has no such contracts.

We publish retrospective annual Tax Contribution Reports on our website for Australia and other operational jurisdictions. These complement our Annual Report, which sets out our financial balance sheet and annual contributions.

## Data integrity and transparency

To effectively measure and report our sustainability performance, we require effective data systems and verification processes. In FY22, we made significant progress with respect to data integrity and transparency by initiating the development of our Sustainability Data Centre. The Centre provides a central repository for all performance data across the human resources, safety and health, environmental and social performance areas.

The Centre will facilitate better data quality, analysis and reporting to Newcrest Management and will continue to be further developed in FY23.



Telfer, WA, Australia



# FY22 Targets

For the period 1 July 2021 to 30 June 2022.

Performance Area	FY22 Target	FY22 Progress
<b>Safety – TRIFR</b>	Year-on-year reduction in TRIFR.	●
<b>Safety – Fatalities</b>	Zero fatalities.	●
<b>Occupational Hygiene</b>	Demonstrate a year-on-year reduction in at least one of each site’s top three occupational hygiene exposure hazards.	●
<b>Diversity and Inclusion</b>	Increased representation of females and Indigenous employees per Diversity and Inclusion (D&I) Strategy.	●
<b>Water</b>	Implementation of site water efficiency plan actions for FY22.	●
<b>Greenhouse Gas Emissions (GHG)</b>	Implementation of site GHG management plan actions for FY22 and development of Group Net Zero Emissions Roadmap.	●
<b>Tailings Management</b>	Address FY22 compliance requirements of the Global Industry Standard on Tailings Management (GISTM) across all operating sites.	●
<b>Progressive Rehabilitation</b>	Adherence to rehabilitation plans that underpin closure plans and annual mine plans.	●
<b>Social Performance</b>	Group community expenditure is equal to or greater than one percent of Group total revenue.	●
<b>Grievance Management</b>	All complaints and grievances are responded to within 30 days.	●
<b>Cultural Heritage</b>	Mandatory Cultural Heritage Competency training completed by all relevant employees and contractors at our operating and exploration sites.	●
<b>Procurement</b>	Review and assessment of identified high-risk suppliers.	●
<b>Anti-Bribery and Corruption (ABC)</b>	100% of employees undertake Code of Conduct training including key ABC commitments and obligations and >95% of identified high-risk roles undertake tailored ABC training.	●
<b>Security and Human Rights</b>	Mandatory Security Code of Conduct training conducted for all security employees and contractors within three months of employment.	●
<b>Human Rights</b>	Implementation of improvement roadmap arising from modern slavery gap analysis.	●
<b>Biodiversity</b>	Implementation of site Biodiversity Action Plan actions for FY22.	●

● Target Not Met    ● Target Partially Met    ● Target Met



# Performance Data

Data for the 12 months from 1 July 2021 to 30 June 2022 for Brucejack is presented in the performance data tables, however is not included in the Company totals due to the acquisition during the FY22 period.

Havieron data is presented separately for the first time; in FY21 Havieron data was included in the Exploration data set. In the interests of public disclosure, Wafi-Golpu JV data is presented in the performance data tables, however is not included in the Company totals (with the exception of GRI 201-1) given Newcrest's shared operational control with Harmony Gold Mining Company Limited. Community expenditure data (GRI 201-1) is reported on an equity share basis, for example, Red Chris 70%, Wafi-Golpu JV (50%) and Namosi JV (72.88%) The Environment data (GRI 300 series) is reported on an operational control basis. For example, Red Chris data is reported at 100% (despite having 70% ownership). Data contained in the FY20 Sustainability Report did not include Red Chris performance unless otherwise stated. Data contained in the FY20 Sustainability Report for Gosowong was reported up to divestment on 4 March 2020 (unless otherwise stated). For these reasons FY21 and FY22 data may not be directly comparable to FY20 data. All tables with employee data draw upon a data set which excludes employees on Leave Without Pay (LWOP) in line with previous years' data.

The data presented in the following tables may not total exactly due to rounding.



Red Chris, BC, Canada.  
Image by Kent Bernadet.

## Disclosure 2-7 Employees (#) FY22<sup>(1)(2)(3)</sup>

	Company <sup>(4)</sup>	Brucejack	Cadia	Lihir	Red Chris	Telfer	Exploration	Havieron <sup>(5)</sup>	Namosi	Wafi-Golpu	Corporate Offices
<b>Employment type</b>											
Male employees – full-time	4,356	680	1,110	1,983	571	415	44	16	5	49	212
Female employees – full-time	815	164	126	332	138	61	15	7	4	7	132
Non binary employees – full-time	2	1	0	0	2	0	0	0	0	0	0
Male employees – part-time	6	50	5	0	0	1	0	0	0	0	0
Female employees – part-time	48	31	20	4	0	4	5	0	0	0	15
Non binary employees – part-time	-	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>5,227</b>	<b>926</b>	<b>1,261</b>	<b>2,319</b>	<b>711</b>	<b>481</b>	<b>64</b>	<b>23</b>	<b>9</b>	<b>56</b>	<b>359</b>
<b>Breakdown by employee category</b>											
Male employees – permanent	3,885	670	924	1,757	540	401	43	9	5	49	206
Female employees – permanent	764	156	113	298	121	63	20	6	4	7	139
Non binary employees – permanent	1	1	0	0	1	0	0	0	0	0	0
Male employees – fixed term or temporary	477	60	191	226	31	15	1	7	0	0	6
Female employees – fixed term or temporary	99	39	33	38	17	2	0	1	0	0	8
Non binary employees – fixed term or temporary	1	0	0	0	1	0	0	0	0	0	0
<b>Total</b>	<b>5,227</b>	<b>926</b>	<b>1,261</b>	<b>2,319</b>	<b>711</b>	<b>481</b>	<b>64</b>	<b>23</b>	<b>9</b>	<b>56</b>	<b>359</b>

(1) At 30 June 2022, employees are directly employed by Newcrest (head count).

(2) There are currently some limitations in our data capture systems to fully capture all three genders across the company. Newcrest will look to refine reporting processes to ensure employee preferences are captured.

(3) Newcrest has seen a phase of growth including the acquisition of Brucejack.

(4) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year. Wafi-Golpu data is presented however not included in Company totals as it is not under Newcrest's operational control.

(5) Employees working at Havieron are being reported separately for the first time; many of these employees were included under Exploration or Corporate Offices in FY21.

## Disclosure 2-8 Workers who are not employees (contractors) <sup>(1)(2)(3)(4)</sup>

	Company <sup>(5)</sup>	Brucejack	Cadia	Lihir	Red Chris	Telfer	Exploration <sup>(6)</sup>	Havieron <sup>(7)</sup>	Namosi	Wafi-Golpu	Corporate Offices
Employment type											
Contractors/supervised workers	5,290.3	622.0	1,067.2	2,509.1	81.0	1,070.6	302.0	*	25.4	0.0	235.0

(1) At 30 June 2022, Contractor FTEs include labour hire and project contractors, replacement labour and other contractors.

(2) Contractor numbers can fluctuate during the year, and year to year depending on operational needs – for example, annual shutdowns, seasonal projects and large capital projects.

(3) The type of work typically performed by these contractors is skilled and semi-skilled work in our remote locations.

(4) The most common type of contractual relationship is via an organisation where Newcrest has engaged a package or scope of work. They are employees of the contractor providing this work.

(5) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year. Wafi-Golpu data is presented however not included in Company totals as it is not under Newcrest's operational control.

(6) Does not include Exploration contractors at Red Chris or Brucejack as these are included in the operating site.

(7) Contractors at Havieron are included in either the Exploration or Corporate Offices total, depending on which team they are working for.

## Disclosure 2-27 Compliance with laws and regulations FY22<sup>(1)</sup>

Brucejack	Cadia
<p>On 22 April 2022, the Statutory Decision Maker determined that Pretium contravened the Code by failing to ensure that workers received a thorough orientation and basic instruction in safe work practices (Part 1.11.1[2] of the Code).</p> <p>The Statutory Decision Maker also imposed an administrative monetary penalty on Pretium of C\$150,000, after consideration of various matters set out in the Administrative Penalties (Mines) Regulation, including gravity and magnitude of the contravention, real or potential harm of the contravention, previous contraventions or failures, and Pretium's efforts to prevent, correct and prevent reoccurrence of the contravention.</p>	<p>On 4 March 2022, the NSW Environment Protection Authority issued a penalty infringement notice and fine of AUD \$15,000 to Cadia Holdings Pty Limited (Cadia Holdings) under the <i>Protection of the Environment Operations Act 1997</i> for contravention of Condition M2.2 of Environmental Protection Licence No. 5590 held by Cadia Holdings, for a failure to meet continuous (24 hour) air monitoring requirements at four licensed air monitoring points.</p>

(1) Newcrest has determined instances of significant instances of non-compliance as fines of over A\$15,000

## GRI 201-1 Direct economic value generated and distributed (\$USDm) FY22

Segment	Economic value generated		Economic value distributed			Economic value retained
	Revenue <sup>(1)</sup>	Operating Costs <sup>(2)(3)</sup>	Community expenditure <sup>(2)(4)</sup>	Employee benefits expense <sup>(2)</sup>	Payments to government <sup>(5)</sup>	Economic value retained
Brucejack <sup>(6)</sup>	226	86	1	28	5	106
Cadia	1,744	288	2	145	80	1,229
Lihir	1,223	581	35	122	39	446
Red Chris <sup>(7)</sup>	263	107	3	52	5	96
Telfer	751	447	5	64	32	203
Exploration and Projects <sup>(8)</sup>	n/a	57	2	16	1	(76)
Corporate and other <sup>(9)</sup>	n/a	9	2	103	244	(358)
<b>Total</b>	<b>4,207</b>	<b>1,575</b>	<b>50</b>	<b>530</b>	<b>406</b>	<b>1,646</b>
<b>Payments to providers of capital<sup>(10)</sup></b>						
Dividends paid						372
Interest paid						91
<b>Total payments to providers of capital</b>						<b>463</b>
<b>Economic Value Retained FY22<sup>(11)</sup></b>						<b>1,183</b>
Economic Value Retained FY21 <sup>(11)</sup>						1,647

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

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

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

(4) Community expenditure includes statutory payments for agreements relating to native title, landowner and Indigenous land use, community department costs and community investment. Community investment data is presented on page 28 of the main report.

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

(6) Brucejack figures relating to FY22 are from the acquisition date of 25 February 2022 to 30 June 2022.

(7) Red Chris financial data (including community expenditure) is reported on a 70% equity interest basis in line with Newcrest's ownership interest in Red Chris.

(8) 'Exploration and Projects' comprises projects in the exploration, evaluation and feasibility phase (including Newcrest's interest in Havieron, Namosi and Wafi-Golpu).

(9) Operating costs in the Corporate segment are net of corporate cost recoveries from other segments.

(10) Amounts include costs determined on a cash basis consistent with the Group's audited Statement of Cash Flows.

(11) Calculated as economic value generated less economic value distributed. Per GRI guidelines, economic value distributed does not include capital expenditure.

## GRI 202-1 Entry level wage as a percentage of local minimum wage (%) FY18-22<sup>(1)</sup>

	FY22	FY21	FY20	FY19	FY18
Brucejack	141	n/a	n/a	n/a	n/a
Cadia	251	251	251	251	275
Lihir	395	396	385	418	417
Red Chris	195	196	204	n/a	n/a
Telfer	248	245	246	246	267
Exploration	276	275	283	282	303
Havieron	276	n/a	n/a	n/a	n/a
Namosi	205	141	145	141	152
Wafi-Golpu	115	115	114	114	-
Corporate Offices	210	209	210	216	233

(1) Ratios of standard entry level wage compared to local minimum wage are not captured by gender.

## GRI 202-2 Proportion of senior management hired from the local community (% and #) FY22<sup>(1)(2)(3)</sup>

	Company <sup>(4)</sup>		Brucejack		Cadia		Lihir		Red Chris		Telfer		Corporate Offices	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Level 1 (living near mine / in the local government area)	54	135 of 250	14	3 of 21	87	21 of 24	10	4 of 42	0	0 of 21	0	0 of 11	72	110 of 152
Level 2 (living in the state/province operations)	10	26 of 250	57	12 of 21	0	0 of 24	0	0 of 42	67	14 of 21	82	9 of 11	2	3 of 152
Level 3 (living in the country of operations)	23	58 of 250	29	6 of 21	13	3 of 24	21	9 of 42	28	6 of 21	18	2 of 11	25	38 of 152
Non-Local (living overseas)	13	31 of 250	0	0 of 21	0	0 of 24	69	29 of 42	5	1 of 21	0	0 of 11	1	1 of 152
Local senior managers (living in country)	88	219 of 250	100	21 of 21	100	24 of 24	31%	31 of 42	95	20 of 21	100%	11 of 11	99%	151 of 152

(1) Newcrest has refined the definition of local for FY22. For the purposes of GRI 202-2, Newcrest defines 'Significant location' as an operational mine site and Corporate offices (using Melbourne as the head office).

(2) 'Senior management' is defined as employees at level 3 and above (includes Corporate functional leads; managers of large technical teams or principal technical roles; or operational site department managers), excluding the Board.

(3) Definition of 'local community': Level 1 – includes those living near mine or in the Local Government Area for Corporate (Melbourne) this includes those living in: metropolitan Melbourne as defined by the Victorian Government. For Cadia this includes: Orange City Council, Bathurst Regional Council and Blayney Shire Council. For Telfer this includes: Shire of East Pilbara & Town of Port Hedland; for Lihir: Lihir Island; for Red Chris: Regional District of Kitimat-Stikine and Regional District of Bulkley-Nechako; for Brucejack: North West BC. Level 2 includes others living in the state/Province for Corporate (Melbourne): rest of Victoria; for Cadia: rest of New South Wales; for Telfer: rest of Western Australia; for Lihir: rest of New Ireland Province; for Red Chris & Brucejack: rest of British Columbia. Level 3 represents employees living in the country of the operations.

(4) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year.

## GRI 204-1 Proportion of spending on local suppliers (%) FY22<sup>(1)(2)(3)</sup>

	Company <sup>(4)</sup>	Brucejack	Cadia	Lihir	Red Chris	Telfer	Corporate Offices
Goods and supplies purchased locally (level 1 – near mine/local government area)	9	3	9	4	25	1	3
Goods and supplies purchased locally (level 2 – in state/province)	22	26	36	0	33	33	1
Goods and supplies purchased locally (level 3 – in country)	36	58	55	5	37	62	92
Goods and supplies purchased (out of country)	33	13	1	91	5	4	4
Goods and supplies purchased locally (Total in country of operations = total of level 1, 2 and 3)	67	87	100	9	95	96	97
Services purchased locally (level 1 – near mine/local government area)	20	9	27	23	6	0	36
Services purchased locally (level 2 – in state/province)	28	55	23	0	56	82	0
Services purchased locally (level 3 – in country)	33	33	46	23	28	14	55
Services purchased (out of country)	18	3	5	53	10	4	8
Services purchased locally (Total in country of operations = total of level 1, 2 and 3)	82	97	95	47	90	96	92

(1) In FY22 we have continued to disclose a greater degree of detail including capturing and reporting data at a near mine/local government level, in state/province and In country.

(2) As per GRI requirements, data is reported for 'Significant operations' which includes operating mines and our Australian head office in Melbourne. Spend for Exploration is included under Corporate Offices.

(3) Definition of 'local suppliers': Level 1 – includes goods and supplies or services purchased from a company with a registered office near mine or in the Local Government Area for Corporate (Melbourne) this includes suppliers in: metropolitan Melbourne as defined by the Victorian Government. For Cadia this includes: Orange City Council, Bathurst Regional Council and Blayney Shire Council. For Telfer this includes: Shire of East Pilbara & Town of Port Hedland; for Lihir: this includes Lihir Island; for Red Chris: this includes Regional District of Kitimat-Stikine and Regional District of Bulkley-Nechako; for Brucejack: this includes North West BC. Level 2 includes goods and supplies or services purchased from a company with a registered office in the state/Province for Corporate (Melbourne): rest of Victoria; for Cadia: rest of New South Wales; for Telfer: rest of Western Australia; for Lihir: rest of New Ireland Province; for Red Chris & Brucejack: rest of British Columbia. Level 3 includes goods and supplies or services purchased from a company with a registered office in the country of the operations.

(4) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year.

## GRI 302-1 Energy consumption within the organisation (GJ) FY22<sup>(1)</sup>

	Company	Brucejack <sup>(2)</sup>	Cadia	Lihir	Red Chris <sup>(2)(3)</sup>	Telfer	Havieron	Exploration	Namosi	Wafi-Golpu <sup>(2)</sup>	Corporate Offices <sup>(4)</sup>
<b>Electricity generation – fossil fuels</b>											
Diesel	237,401	0	0	207,514	0	1,632	28,255	0	0	0	0
Fuel oil	7,631,155	0	0	7,631,155	0	0	0	0	0	0	0
Natural Gas	7,083,249	0	0	0	0	7,083,249	0	0	0	0	0
<b>Energy consumed for production of electricity</b>	<b>14,951,805</b>	<b>0</b>	<b>0</b>	<b>7,838,669</b>	<b>0</b>	<b>7,084,881</b>	<b>28,255</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Renewable electricity consumed</b>											
Geothermal energy	163,182	0	0	163,182	0	0	0	0	0	0	0
<b>Energy consumed – renewable electricity</b>	<b>163,182</b>	<b>0</b>	<b>0</b>	<b>163,182</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>On-site fuels and oils</b>											
Acetylene	509	7	50	328	58	53	0	0	0	0	20
Diesel (non-transport, haulage and production)	6,124,581	361,655	872,219	2,049,837	1,281,951	1,844,819	74,967	0	788	16,907	0
Diesel used in explosives	52,593	0	178	15,170	31,057	6,182	6	0	0	0	0
Grease	13,216	62	2,340	4,714	2,577	3,581	0	4	0	0	0
Hydraulic/non-lubricant fluid oils	16,841	0	16,345	0	0	496	0	0	0	0	0
Liquefied petroleum gas	47,637	57,370	1,114	0	45,566	887	0	19	15	0	36
Natural gas	9,413	0	0	0	0	0	0	0	0	0	9,413
Oil (lubricating oil)	157,520	3,121	5,611	105,187	14,961	31,574	0	187	0	0	0
Unleaded petrol	101	0	0	0	0	0	0	0	101	0	0
<b>Energy consumed – non-transport (including on-site mobile fleet)</b>	<b>6,422,411</b>	<b>422,215</b>	<b>897,857</b>	<b>2,175,236</b>	<b>1,376,170</b>	<b>1,887,592</b>	<b>74,973</b>	<b>210</b>	<b>904</b>	<b>16,907</b>	<b>9,469</b>

Note: Please refer to footnotes on following page.



GRI 302-1 Energy consumption within the organization (GJ) FY22<sup>(1)</sup> (continued)

	Company	Brucejack <sup>(2)</sup>	Cadia	Lihir	Red Chris <sup>(2)(3)</sup>	Telfer	Havieron	Exploration	Namosi	Wafi-Golpu <sup>(2)</sup>	Corporate Offices <sup>(4)</sup>
<b>Transport fuels</b>											
Diesel	194,540	13,823	1,137	48,863	67,471	42,453	24,989	9,627	0	0	0
Unleaded petrol	29,112	12,606	0	513	28,203	0	0	396	0	0	0
<b>Energy consumed – transport</b>	<b>223,652</b>	<b>26,429</b>	<b>1,137</b>	<b>49,376</b>	<b>95,674</b>	<b>42,453</b>	<b>24,989</b>	<b>10,023</b>			
<b>Purchased electricity</b>											
Purchased electricity (from the grid)	3,781,898	0	3,777,835	0	0	0	0	0	0	0	4,063
Purchased electricity (other than main grid)	1,148,308	179,235	0	0	1,145,985	1,196	0	549	41	0	537
<b>Energy consumed – electricity (purchased from grid)</b>	<b>4,930,206</b>	<b>179,235</b>	<b>3,777,835</b>	<b>0</b>	<b>1,145,985</b>	<b>1,196</b>	<b>0</b>	<b>549</b>	<b>41</b>	<b>0</b>	<b>4,600</b>
<b>Total – energy consumption<sup>(5)</sup></b>	<b>26,691,256</b>	<b>627,879</b>	<b>4,676,829</b>	<b>10,226,463</b>	<b>2,617,829</b>	<b>9,016,122</b>	<b>128,217</b>	<b>10,782</b>	<b>945</b>	<b>16,907</b>	<b>14,069</b>

(1) Newcrest aligns our calculation and reporting of energy with recognised standards including National Greenhouse and Energy Reporting (NGER), GRI and the GHG Protocol.

(2) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year. Red Chris is operated by Newcrest (70% owned), Newcrest reports 100% of emissions from sites which we operate. Wafi-Golpu data is presented however not included in Company totals as it is not under Newcrest's operational control.

(3) The split for diesel consumption at Red Chris between non-transport/haulage and production and transport is unknown and an estimate based on usage profile at other Newcrest sites has been used to split. Therefore, it has been estimated at 95%/5% based on other Newcrest sites.

(4) Corporate Offices includes the Melbourne, Perth, Brisbane, Port Moresby and Vancouver offices and Orange Lab, New South Wales.

(5) The energy consumed when our operations use self-generated electricity from fossil fuels is not included in the total energy consumption because the energy used to produce that electricity has already been accounted for.

## GRI 302-3 Energy intensity FY22

	Company	Brucejack <sup>(1)</sup>	Cadia	Lihir	Red Chris <sup>(2)</sup>	Telfer
<b>Energy intensity by tonnes of ore milled FY22</b>						
Energy consumed (GJ) <sup>(3)</sup>	26,537,243	627,879	4,676,829	10,226,463	2,617,829	9,016,122
Ore milled (t) <sup>(3)</sup>	67,745,670	1,367,920	25,861,109	12,211,814	9,269,794	20,402,953
<b>Energy intensity by tonnes milled (MJ/t)</b>	<b>392</b>	<b>459</b>	<b>181</b>	<b>837</b>	<b>282</b>	<b>442</b>

	Company	Brucejack <sup>(1)</sup>	Cadia	Lihir	Red Chris <sup>(2)</sup>	Telfer
<b>Energy intensity by gold produced FY22</b>						
Energy consumed (GJ) <sup>(3)</sup>	26,537,243	627,879	4,676,829	10,226,463	2,617,829	9,016,122
Gold produced equivalent (troy oz) <sup>(4)(5)</sup>	2,376,583	342,487	995,096	687,445	215,754	478,288
<b>Energy intensity by gold produced (MJ/oz)</b>	<b>11,166</b>	<b>1,833</b>	<b>4,700</b>	<b>14,876</b>	<b>12,133</b>	<b>18,851</b>

(1) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year.

(2) Red Chris is operated by Newcrest (70% owned). For the purpose of calculating energy intensity, Newcrest reports 100% of emissions and gold produced equivalent from sites which we operate.

(3) The energy consumed when our operations use self-generated electricity from fossil fuels is not included in the total energy consumption because the energy used to produce that electricity has already been accounted for. This change in approach has resulted in lower energy intensities (with no effect on emissions intensities from which we base our reduction targets).

(4) The tonnes of ore milled refers to the material which has been processed through the mill; it excludes the dump leach tonnes processed at Telfer.

(5) Production of silver accounts for less than 1% of total production and is not included in the calculations for total gold equivalent.

(6) Cadia, Telfer and Red Chris are reported as gold plus gold equivalent ounces based on a gold price of US\$1,300/oz and a copper price of US\$3/lb.

## GRI 303-3 Water withdrawal by source (ML) FY22<sup>(1)</sup>

	Company <sup>(2)</sup>	Brucejack	Cadia <sup>(3)(4)</sup>	Lihir <sup>(4)(5)</sup>	Red Chris	Telfer <sup>(4)</sup>	Havieron	Exploration <sup>(6)</sup>	Namosi	Wafi-Golpu	Corporate Offices <sup>(7)</sup>
<b>Category 1<sup>(8)</sup></b>											
Surface water	17,714	570	9,317	7,327	698	367	0	0	0.4	4	3
Ground water	5,152	50	0	0	4,415	733	0	4	0	0	0
Produced water	0	0	0	0	0	0	0	0	0	0	0
Third party water	3	0	0	0	0	0	0	3	0	0	0
<b>Total Category 1</b>	<b>22,869</b>	<b>620</b>	<b>9,317</b>	<b>7,327</b>	<b>5,114</b>	<b>1,100</b>	<b>0</b>	<b>7</b>	<b>0.4</b>	<b>4</b>	<b>3</b>
<b>Category 2<sup>(8)</sup></b>											
Surface water	36,167	0	0	35,573	0	594	0	0	0	0	0
Ground water	17,112	0	0	0	0	16,905	207	0	0	0	0
Produced water	0	0	0	0	0	0	0	0	0	0	0
Third party water	0	0	0	0	0	0	0	0	0	0	0
<b>Total Category 2</b>	<b>53,279</b>	<b>0</b>	<b>0</b>	<b>35,573</b>	<b>0</b>	<b>17,499</b>	<b>207</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Category 1 &amp; 2 (Freshwater/'high quality')</b>	<b>76,149</b>	<b>620</b>	<b>9,317</b>	<b>42,900</b>	<b>5,114</b>	<b>18,599</b>	<b>207</b>	<b>7</b>	<b>0.4</b>	<b>4</b>	<b>3</b>
<b>Category 3<sup>(8)</sup></b>											
Surface water	8,732	189	7,833	51	0	848	0	0	0	0	0
Ground water	27,253	576	985	25,971	0	297	0	0	0	0	0
Sea water <sup>(5)</sup>	218,432	0	0	218,432	0	0	0	0	0	0	0
Produced water	317	0	0	0	317	0	0	0	0	0	0
Third party water	1,261	0	1,261	0	0	0	0	0	0	0	0
<b>Total Category 3 (Other water/low quality)</b>	<b>255,994</b>	<b>765</b>	<b>10,079</b>	<b>244,453</b>	<b>317</b>	<b>1,145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total water withdrawn (ML)</b>	<b>332,143</b>	<b>1,385</b>	<b>19,396</b>	<b>287,354</b>	<b>5,431</b>	<b>19,744</b>	<b>207</b>	<b>7</b>	<b>0.4</b>	<b>4</b>	<b>3</b>

### **GRI 303-3 Water withdrawal by source (ML) FY22<sup>(1)</sup> (continued)**

- (1) The ICMM water reporting guide specifies two water quality categories: High quality and Low quality. High quality typically has high socio-environmental value with multiple beneficial uses and/or receptors. Low quality may typically have lower socio-environmental value as the poorer quality may restrict potential suitability for use by a wide range of other users/receptors.  
Newcrest refers to both the MCA Water Accounting Framework (WAF) and the ICMM reporting guide to categorise water quality. ICMM's 'High quality' is consistent with category 1 and 2 of the MCA WAF, and ICMM's 'Low quality' is consistent with Category 3 of the MCA WAF (refer to p.35 of the ICMM (2021) Water Reporting: Good practice guide, 2nd Edition).
- (2) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year. Wafi-Golpu data is presented however not included in Company totals as it is not under Newcrest's operational control.
- (3) Cadia abstraction volumes exclude storage facility releases (spillway and ecological flow). The water quality categorisation and the Water Accounting Framework have been revised in accordance with the ICMM (2021) Water Reporting Good Practice Guide, 2nd Edition. As such, the values for Category 1 differ to that from FY21 due to a difference in categorisation. Cadiangullong Dam was previously categorised as a Raw Water Store whereas it is now categorised as Other Managed Water which is accounted for as a separate component to Operational Water Withdrawal.
- (4) Operation is located in an area of high water stress as categorised by the Aqueduct Water Risk Atlas. For further information go to [www.wri.org/aqueduct](http://www.wri.org/aqueduct). Lihir is classified as extremely high due to the interannual variability of water supply (for example, from climate), as well as the broader area's lack of accessibility to improved sanitation and safe drinking water. Telfer is classified as high due to the interannual variability of water supply (for example, groundwater recharge rates from variable rainfall). Cadia is classified as low-medium and Red Chris and Brucejack are classified as low water risk area.
- (5) Seawater abstraction at Lihir is not introduced into the processing circuit for the purpose of ore processing.
- (6) Exploration water withdrawal reduced in FY22 compared to FY21 due to Havieron being reported separately in FY22.
- (7) Corporate Offices includes the Melbourne, Perth, Brisbane, Port Moresby and Vancouver offices and Orange Lab, New South Wales.
- (8) MCA WAF categories include: Category 1 – water that is close to the drinking water standards, as it only requires minimum treatment (disinfection) to be safe for human consumption. Category 1 water may be used for all purposes. Category 2 – water that is suitable for a range of purposes, subject to appropriate treatment to remove total dissolved solids and/or to adjust other parameters to be safe for human consumption and more sensitive agricultural and recreational purposes. Category 3 – low quality water which requires significant treatment to raise quality to appropriate drinking water standards.

## GRI 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operational sites (#) FY22

	Company <sup>(1)</sup>	Brucejack	Cadia	Lihir	Red Chris	Telfer	Havieron	Exploration	Namosi	Wafi-Golpu
<b>IUCN Red List species</b>										
Critically endangered <sup>(2)(7)</sup>	4	0	2	1	0	0	1	0	-	-
Endangered <sup>(3)(7)</sup>	3	1	0	2	0	0	1	1	-	-
Vulnerable <sup>(4)(7)</sup>	14	1	1	3	2	1	5	4	-	-
Near threatened <sup>(5)(7)</sup>	13	4	0	5	1	3	3	1	-	-
Least Concern	287	107	6	25	9	230*	12	5	-	-
<b>National Conservation List<sup>(6)(7)</sup></b>										
Critically Endangered	3	0	2	0	0	0	1	0	-	-
Endangered	5	1	0	0	0	0	4	1	-	-
Vulnerable	6	0	1	0	0	1	3	3	-	-
Threatened	3	1	0	0	3	0	0	0	-	-
Near Threatened	1	0	0	0	0	0	1	0	-	-
Special Concern	8	1	0	0	8	0	0	0	-	-
Least Concern	1	0	0	1	0	0	0	0	-	-

(1) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year. Wafi-Golpu data is presented however not included in Company totals as it is not under Newcrest's operational control.

(2) Critically Endangered: Cadia: Swift Parrot (*Lathamus discolor*)<sup>^</sup>, Regent Honeyeater (*Anthochaera phrygia*)<sup>^</sup>, Lihir: Hawksbill Turtle (*Eretmochelys imbricate*), Havieron: Night Parrot (*Pezoporus occidentalis*).

(3) Endangered: Brucejack: Little brown myotis (*Myotis lucifugus*)<sup>^</sup> Lihir: Green Turtle (*Chelonia mydas*), Humpback Wrasse – (*Chilinus undulatus*). Havieron: Northern quoll (*Dasyurus hallucatus*). Exploration: Northern quoll (*Dasyurus hallucatus*)<sup>^</sup>.

(4) Vulnerable:

**Brucejack:** Rusty Blackbird (*Euphagus carolinus*)<sup>^</sup>, Diamond Firetail (*Stagonopleura guttata*), **Lihir:** Bismarck kingfisher (*Ceyx websteri*), Leather Back Turtle (*Dermodochelys coriacea*), Yellow-legged pigeon (*Columba pallidiceps*), **Red Chris:** Caribou (*Rangifer tarandus*)<sup>^</sup>, Rusty Blackbird (*Euphagus carolinus*)<sup>^</sup> **Telfer:** Greater Bilby (*Macrotis lagotis*)<sup>^</sup>, **Havieron:** Ghost bat (*Macroderma gigas*), Black-flanked rock-wallaby<sup>^</sup> (*Petrogale lateralis lateralis*), Great desert skink (*Liopholis kintorei*)<sup>^</sup>, Greater Bilby (*Macrotis lagotis*)<sup>^</sup>, Grey falcon (*Falco hypoleucos*), Bilby (*Macrotis lagotis*), **Exploration:** Barkly Tableland Death Adder (*Acanthophis hawkei*)<sup>^</sup>, Bull Trout (*Salvelinus confluentus*) Ghost bat (*Macroderma gigas*)<sup>^</sup>.

(5) Near Threatened:

**Brucejack:** Blackpoll warbler (*Dendroica striata*)<sup>^</sup>, Olive-sided Flycatcher (*Contopus cooperi*), Rufous hummingbird (*Selasphorus rufus*), Semipalmated sandpiper (*Calidris pusilla*), **Lihir:** Closed brain coral (*Leptoria phrygia*), Pied cuckoo-dove (*Reinwardtoena browni*), Star Coral (*Favia Stelligera*), Violaceous coucal (*Centropus violaceus*), Yellowish imperial-pigeon (*Ducula subflavescens*). **Red Chris:** Olive-sided Flycatcher (*Contopus cooperi*)<sup>^</sup>. **Telfer:** Crest-tailed Mulgara (*Dasycercus cristicauda*), Red Knot (*Calidris canutus*), River Red Gum (*Eucalyptus camaldulensis*)<sup>^</sup>, **Havieron:** Curlew sandpiper<sup>^</sup> (*Calidris ferruginea*), Princess parrot (*Polytelis alexandrae*)<sup>^</sup>, Red-necked stint (*Calidris ruficollis*)<sup>^</sup>, **Exploration:** Greater sage-grouse (*Centrocercus urophasianus*).

(6) National Conservation List: **Cadia:** Superb Parrot (*Polytelis swainsonii*), **Lihir:** Megapodius eremita. **Red Chris:** Barn Swallow (*Hirundo rustica*), Common Nighthawk (*Chordeiles minor*), Grizzly Bear (*Ursus arctos horribilis*), Hudsonian Godwit (*Limosa haemastica*), Peregrine Falcon (*Falco peregrinus*), Red-necked Phalarope (*Phalaropus lobatus*), Short-eared owl (*Asio flammeus*), Western Toad (*Anaxyrus boreas*), Wolverine (*Gulo gulo*).

(7) Species marked with <sup>^</sup> are also included on National Conservation Lists (species names are not repeated in (6)).

\* These species have the potential to be in the region as per a search of the WA threatened and priority database records. Both flora and fauna species have been reported in FY22. Where the same species is listed for multiple sites, the species is counted once in the Company total.

## GRI 305-1 Direct (Scope 1) GHG emissions by source (tCO<sub>2</sub>-e) FY22<sup>(1)</sup>

	Company	Brucejack <sup>(2)</sup>	Cadia	Lihir	Red Chris <sup>(2),(3)</sup>	Telfer	Exploration	Havieron	Namosi	Wafi-Golpu <sup>(2)</sup>	Corporate Offices <sup>(4)</sup>
Acetylene	27	0	3	17	3	3	0	0	0	0	1
Aviation gasoline	1,971	877	0	36	1907	0	28	0	0	0	0
Diesel (automotive)	13,697	973	80	3440	4751	2989	678	1759	0	0	0
Diesel (haulage & production)	429,946	25,388	61,230	143,899	89,993	129506	0	5263	55	1,187	0
Diesel (power generation)	16,666	0	0	14,567	0	115	0	1,984	0	0	0
Fuel oil (power generation)	563,484	0	0	563,484	0	0	0	0	0	0	0
Grease	46	0	8	16	9	13	0	0	0	0	0
Liquefied petroleum gas	2,887	3,477	68	0	2,761	54	1	0	1	0	2
Lubricating oil	2,190	43	78	1,462	208	439	3	0	0	0	0
Natural Gas	365,000	0	0	0	0	365000	0	0	0	0	0
Non combustion emissions (soda ash & sulphur hexafluoride [SF6])	95	0	81	0	0	14	0	0	0	0	0
Unleaded petrol	1,971	877	0	36	1,907	0	28	0	0	0	0
<b>Total – Scope 1 greenhouse gas emissions</b>	<b>1,397,980</b>	<b>31,635</b>	<b>61,548</b>	<b>726,957</b>	<b>101,539</b>	<b>498,133</b>	<b>738</b>	<b>9,006</b>	<b>56</b>	<b>1,187</b>	<b>3</b>

## GRI 305-2 Indirect (Scope 2) GHG emissions (tCO<sub>2</sub>-e) FY22<sup>(5)</sup>

	Company	Brucejack <sup>(2)</sup>	Cadia	Lihir	Red Chris <sup>(2),(3)</sup>	Telfer	Exploration	Havieron	Namosi	Wafi-Golpu <sup>(2)</sup>	Corporate Offices <sup>(4)</sup>
<b>Total – Scope 2 greenhouse gas emissions</b>	<b>843,293</b>	<b>483</b>	<b>829,025</b>	<b>0</b>	<b>13,048</b>	<b>189</b>	<b>53</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>972</b>

(1) The following GHGs were included in the emissions calculations: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. We used emissions factors from Schedule 1 Part 3 of National Greenhouse and Energy Reporting (NGER) (Measurement) Determination 2008 (kg CO<sub>2</sub>-e/GJ) and the Global Warming Potential rates from NGER Regulations 2.02 (tonne CO<sub>2</sub>-e/tonne). Newcrest aligns our calculation and reporting of emissions with recognised standards including NGER, GRI and the GHG Protocol.

(2) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year. Red Chris is operated by Newcrest (70% owned), Newcrest reports 100% of emissions from sites which we operate. Wafi-Golpu data is presented however not included in Company totals as it is not under Newcrest's operational control.

(3) The split for diesel consumption at Red Chris between non-transport/haulage and production, and transport is unknown and an estimate based on usage profile at other Newcrest sites has been used to split. Therefore it has been estimated at 95%/5% based on other Newcrest sites.

(4) Corporate Offices includes the Melbourne, Perth, Brisbane, Port Moresby and Vancouver offices and Orange Lab, New South Wales.

(5) Calculation of Scope 2 emissions is location-based.

## GRI 305-3 Scope 3 GHG emissions by source (kt CO<sub>2</sub>-e) FY20-22<sup>(1)(2)(3)(4)</sup>

	FY22	FY21	FY20
<b>Upstream</b>			
Fuels	175	208	153
Purchased goods & services (excl. fuels) incl.:	321	365	328
Lime	166	178	181
Capital items	46	107	59
Grinding media	43	28	54
Cloud Services	1		
Other	65	52	34
Business travel	37	25	25
<b>Total Upstream</b>	<b>534</b>	<b>598</b>	<b>505</b>
<b>Downstream – Processing of sold goods</b>			
Marine Shipping	119		
Copper smelting/refining <sup>(4)</sup>	88	105	102
Gold refining	0.4	0.4	0.3
<b>Total Downstream</b>	<b>207</b>	<b>105</b>	<b>102</b>
<b>Total – Scope 3 greenhouse gas emissions</b>	<b>741</b>	<b>704</b>	<b>607</b>

(1) Emissions calculation methodology for emissions from capital goods has been refined to reference a more appropriate emission factor relevant for gold/copper industry (US EPA supply chain GHG emission factors). During FY22 we also expanded on our scope 3 GHG inventory to capture additional sources which included Marine shipping and emissions associated with Information & Technology cloud services. Brucejack Scope 3 related emissions excluded from the above table comprised of the following: Fuel & Energy related activities – 5.02kt; Business Travel – 3.53kt; Copper smelting/refining – 73.56 kt & Gold Refining - 0.0024.

(2) The following GHGs were included in the emissions calculations: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. We used emissions factors from Schedule 1 Part 3 of National Greenhouse and Energy Reporting (NGER) (Measurement) Determination 2008 (kg CO<sub>2</sub>-e/GJ) and the Global Warming Potential rates from NGER Regulations 2.02 (tonne CO<sub>2</sub>-e/tonne). Newcrest uses Emission Factors (EFs) from recognised sources such as NGER and specific EFs provided by our suppliers, customers and travel agencies. Newcrest followed a documented approach for the collection of upstream and downstream data based on the GHG Protocol Corporate Value Chain Standard.

(3) FY19 and FY20 emissions were recalculated as a fuller upstream and downstream assessment in FY21 resulted in more detailed information becoming available.

(4) FY20 and FY21 emissions have been recalculated due to a calculation error identified during FY22. The FY21 number was overstated by 432 kilotonnes of carbon dioxide equivalent.

## GRI 305-4 GHG emissions intensity FY22

	Company	Brucejack <sup>(2)</sup>	Cadia	Lihir	Red Chris <sup>(3)</sup>	Telfer
<b>GHG emissions intensity by ore milled (kg CO<sub>2</sub>-e/t) FY22<sup>(1)</sup></b>						
Scope 1 + 2 (tCO <sub>2</sub> -e)	2,230,439	32,118	890,573	726,957	114,587	498,322
Ore milled (t) <sup>(4)</sup>	67,745,670	1,367,920	25,861,109	12,211,814	9,269,794	20,402,953
<b>Intensity by ore milled (kg CO<sub>2</sub>-e/t)</b>	<b>33</b>	<b>23</b>	<b>34</b>	<b>60</b>	<b>12</b>	<b>24</b>

	Company	Brucejack <sup>(2)</sup>	Cadia	Lihir	Red Chris <sup>(3)</sup>	Telfer
<b>GHG emissions intensity by gold produced (kg CO<sub>2</sub>-e/troy oz) FY22</b>						
Scope 1 + 2 (tCO <sub>2</sub> -e)	2,230,439	32,118	890,573	726,957	114,587	498,322
Gold produced equivalent (troy oz) <sup>(5)(6)</sup>	2,376,583	342,487	995,096	687,445	215,754	478,288
<b>Intensity by gold produced (kg CO<sub>2</sub>-e/troy oz)</b>	<b>995</b>	<b>94</b>	<b>895</b>	<b>1,057</b>	<b>531</b>	<b>1,042</b>

(1) The following GHGs were included in the emissions calculations: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. We used emissions factors from Schedule 1 Part 3 of National Greenhouse and Energy Reporting (NGER) (Measurement) Determination 2008 (kg CO<sub>2</sub>-e/GJ) and the Global Warming Potential rates from NGER Regulations 2.02 (tonne CO<sub>2</sub>-e/tonne). Newcrest aligns our calculation and reporting of emissions with recognised standards including NGER, GRI and the GHG Protocol.

(2) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year.

(3) Red Chris is operated by Newcrest (70% owned). For the purpose of calculating emissions intensity, Newcrest reports 100% of emissions and gold produced equivalent from sites which we operate.

(4) The tonnes of ore milled refers to the material which has been processed through the mill; it excludes the dump leach tonnes processed at Telfer.

(5) Production of silver accounts for less than 1% of total production and is not included in the calculations for total gold equivalent.

(6) Cadia, Red Chris and Telfer are reported as gold plus gold equivalent ounces based on a gold price of US\$1,300/oz and a copper price of US\$3/lb.



## GRI 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions (kg) FY22

	Company	Brucejack	Cadia	Lihir <sup>(1)</sup>	Red Chris	Telfer	Havieron	Port Hedland <sup>(2)(3)</sup>	Cadia Dewatering <sup>(3)</sup>
SO <sub>2</sub>	6,967,646	265	387	6,961,301	915	2,209	66	2,768	1
NO <sub>x</sub>	9,044,420	314,734	420,062	4,905,295	1,645,491	1,904,293	163,429	4,702	1,148
CO	3,299,077	295,889	205,823	1,134,582	971,762	944,438	41,564	491	417
PM <10 µm (combustion)	796,367	20,841	32,391	551,779	113,694	86,350	11,710	345	99
PM <10 µm (dust) <sup>(4)</sup>	12,818,929	-	4,582,790	-	-	7,781,187	454,813	138	-
PM <10 µm (combustion and dust)	13,615,297	20,841	4,615,181	551,779	113,694	7,867,537	466,523	483	99
PM <2.5 µm	676,397	19,909	30,008	445,051	109,042	80,639	11,274	293	91
Total Volatile Organic Compounds (VOCs)	534,842	28,913	31,625	279,079	131,164	80,182	12,483	182	127

(1) Lihir's relatively higher air emissions can be attributed to the use of heavy fuel oils in electricity generation on site.

(2) Port Hedland's air emissions are largely due to the inclusion of ships used by Newcrest berthed at Port Hedland.

(3) Port Hedland and Cadia Dewatering are included consistent with National Pollutant Inventory reporting requirements. Not applicable for Exploration and Corporate.

(4) PM <10 µm (dust) only collected at Australian sites.

## GRI 401-1 New employee hires and employee turnover FY18-22

	FY22	FY21	FY20	FY19	FY18
<b>Employment type</b>					
Total full-time employees (#)	5,173	4,887	5,833	5,273	5,048
Full-time employee turnover to total full-time (%)	18	15	12	13	14
Total part-time employees (#)	54	39	51	61	52
Part-time employee turnover to total part-time (%)	19	23	18	16	15
<b>Gender</b>					
Total males employed (#)	4,362	4,182	5,082	4,583	4,406
Male turnover (of male employees) (%)	18	15	11	12	14
Females employed (#)	863	744	802	751	694
Female turnover (of female employees) (%)	18	8	17	19	15

## GRI 403-2 (2016) Work-related injuries FY18-22<sup>(1)(2)(3)</sup>

	FY22			FY21			FY20			FY19			FY18		
	Company	Employees	Contractors	Company	Employees	Contractors	Company	Employees	Contractors	Company	Employees	Contractors	Company	Employees	Contractors
<b>Lost Time Injury Frequency Rate (LTIFR) (per million hours worked)</b>															
Company (excluding Red Chris) <sup>(4)</sup> (only applicable for FY20)							0.2	0.3	0.2						
Company (excluding Brucejack) <sup>(4)</sup> (only applicable for FY22)	0.9	1.0	0.8												
<b>Company<sup>(4)</sup></b>	<b>0.8</b>	<b>1.0</b>	<b>0.7</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.9</b>	<b>0.3</b>	<b>0.4</b>	<b>0.6</b>	<b>0.5</b>	<b>0.5</b>	<b>0.3</b>	<b>0.7</b>
Brucejack	0.0	0.0	0.0												
Cadia	3.3	4.3	2.3	2.1	1.4	2.8	0.8	1.7	0	1.8	2.1	1.6	2	0.8	2.9
Lihir	0.1	0.0	0.1	0.1	0.0	0.1	0.1	0	0.1	0.2	0.2	0.2	0	0	0
Red Chris	2.5	1.7	3.2	1.3	1.9	0.8	7	9.3	4.2	n/a	n/a	n/a	n/a	n/a	n/a
Telfer	0.3	0.0	0.3	0.2	0.0	0.3	0.2	0	0.3	0.7	2	0.3	1.7	2.3	1.5
Exploration	1.2	0.0	1.7	1.9	0.0	2.6	0	0	0	0	0	0	0	0	0
Project Delivery	0.7	0.0	0.7												
Namosi	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0	0	0	0	0	0	0
Corporate Offices	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0	0	0	0	0	0	0
Wafi-Golpu	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0	1.3	0	3.6	0	0	0

Note: Please refer to footnotes on following page.

## GRI 403-9 (2018) Work-related injuries FY18-22<sup>(1)(2)(3)</sup>

	FY22			FY21			FY20			FY19			FY18		
	Company	Employees	Contractors	Company	Employees	Contractors	Company	Employees	Contractors	Company	Employees	Contractors	Company	Employees	Contractors
<b>Total Recordable Injury Frequency Rate (TRIFR) (per million hours worked)<sup>(5)</sup></b>															
Company (excluding Red Chris) <sup>(4)</sup> (only applicable for FY20)							2.1	1.3	2.6						
Company (excluding Brucejack) <sup>(4)</sup> (only applicable for FY22)	4.0	2.0	5.1												
<b>Company</b>	<b>4.0</b>	<b>1.9</b>	<b>5.3</b>	<b>2.3</b>	<b>2.0</b>	<b>2.4</b>	<b>2.6</b>	<b>2.2</b>	<b>2.8</b>	<b>2.3</b>	<b>1.4</b>	<b>2.9</b>	<b>2.4</b>	<b>1.2</b>	<b>3.2</b>
Brucejack	1.1	0.0	3.2												
Cadia	8.3	6.3	10.2	6.1	3.8	8.4	4.9	3.4	6.2	5.9	3.5	7.7	6.7	1.6	10.3
Lihir	1.2	0.5	1.6	0.3	0.5	0.2	0.6	0.3	0.7	0.6	0.5	0.7	0.5	0.6	0.4
Red Chris	7.1	2.6	11.2	6.6	8.5	4.9	12.7	15.1	9.8	n/a	n/a	n/a	n/a	n/a	n/a
Telfer	5.4	2.4	6.2	4.2	2.2	4.7	5.2	3	5.9	7.3	4.9	8	9.4	6.9	10.1
Exploration	12.3	0.0	16.7	1.9	0.0	2.6	5.4	7.7	4.8	2.2	0	3.7	0	0	0
Namosi	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0	0	0	0	0	0	0
Project Delivery	7.0	13.2	6.6												
Corporate Offices	0.7	0.0	1.5	0.0	0.0	0.0	1.1	0	4.3	0	0	0	0	0	0
Wafi-Golpu	0.0	0.0	0.0	4.9	0.0	12.5	2.3	0	6.7	2.6	2	3.6	0	0	0

(1) In line with ICMM guidelines, the calculation of Company-wide TRIFR and LTIFR only includes operational sites and joint ventures in which Newcrest has a controlling interest; therefore, Wafi-Golpu is excluded.

(2) Prior to FY22, injuries and hours recorded from Project delivery activities were included in the Company-wide TRIFR and LTIFR.

(3) The number of injuries and hours used to calculate TRIFR and LTIFR is not reported.

(4) TRIFR, LTIFR and High consequence metrics do not currently capture any potential or actual illnesses or injuries arising from psychological hazards (as defined within GRI 403: Occupational Health and Safety 2018).

(5) A company total is presented both including and excluding Brucejack due to the acquisition during FY22. Date of acquisition (25 February 2022).

(5) A company total is presented both including and excluding Red Chris due to the acquisition during FY20. Date of acquisition (15 August 2019).

(6) The main types of injuries for employees and contractors were lacerations, sprains/strains, crushing/contusion and fractures.

(7) Injury rates are not reported by gender or types of work-related injury.

## GRI 405-1 Diversity of employees by level, gender and age group FY18-22<sup>(1)(2)(3)(4)</sup>

	FY22	FY21	FY20	FY19	FY18
<b>Chief Executive Officer (Level 6)</b>					
Total employees (#)	1	1	1	1	1
Male (%)	100	100	100	100	100
Female (%)	0	0	0	0	0
<30 years of age (%)	0	0	0	0	0
30-50 years of age (%)	0	0	0	0	0
50+ years of age (%)	100	100	100	100	100
<b>Executive (Level 5)</b>					
Total employees (#)	6	7.0	7	8	8
Male (%)	66.7	71.4	71.4	87.5	75.0
Female (%)	33.3	28.6	28.6	12.5	25.0
<30 years of age (%)	0	0.0	0	0	0
30-50 years of age (%)	50	42.9	42.9	25.0	12.5
50+ years of age (%)	50	57.1	57.1	75.0	87.5
<b>General Manager (Level 4)</b>					
Total employees (#)	54	40	43	46	46
Male (%)	81.5	85.0	83.7	84.8	87.0
Female (%)	18.5	15.0	16.3	15.2	13.0
<30 years of age (%)	0	0	0	0	0
30-50 years of age (%)	44.4	37.5	30.2	43.5	37.0
50+ years of age (%)	55.6	62.5	69.8	56.5	63.0

Note: Please refer to footnotes on following page.

**GRI 405-1 Diversity of employees by level, gender and age group FY18-22 (continued)**

	FY22	FY21	FY20	FY19	FY18
<b>Manager (Level 3)</b>					
Total employees (#)	219	202	191	197	170
Male (%)	71.7	73.3	74.9	76.6	78.2
Female (%)	28.3	26.7	25.1	23.4	21.8
<30 years of age (%)	0	0	0	0	0
30-50 years of age (%)	66.2	66.8	69.6	68.5	69.4
50+ years of age (%)	33.8	33.2	30.4	31.5	30.6
<b>Supervisor, Superintendent, Coordinator (Level 2)</b>					
Total employees (#)	1,355	1,208	1,426	1,409	1,257
Male (%)	84.1	86.1	86.1	86.5	87.1
Female (%)	15.9	13.9	13.9	13.5	12.9
<30 years of age (%)	3.6	3.0	2.8	3.1	3.0
30-50 years of age (%)	71.2	71.2	72.5	72.5	73.0
50+ years of age (%)	25.2	25.8	24.7	24.3	24.0
<b>Operator, Technical Advisor (Level 1)</b>					
Total employees (#)	3,587	3,464	4,216	3,674	3,617
Male (%)	84.1	85.2	87	86.2	86.5
Female (%)	15.9	14.8	13	13.8	13.5
<30 years of age (%)	16.5	15.1	13.2	13.0	13.9
30-50 years of age (%)	64.3	63.8	66.6	70.1	71.0
50+ years of age (%)	19.3	21.0	20.2	16.9	15.1

(1) At 30 June 2022, employees are Newcrest directly employed headcount.

(2) Newcrest currently captures two diversity indicators (age and gender). Newcrest will look to capture other additional diversity indicators in future reporting processes.

(3) Employees working at Havieron are being reported separately for the first time, many of these employees were included under the Exploration or Corporate Offices in FY21.

(4) In addition to the six Executive Committee Members reported there were two acting members. One Executive Committee member is based in Vancouver and therefore has been included in the Red Chris data set.

## GRI 405-2 Ratio of basic salary and remuneration of women to men FY22<sup>(1)</sup>

	Brucejack	Cadia	Lihir	Red Chris	Telfer	Exploration	Havieron	Wafi-Golpu	Namosi	Corporate Offices
<b>Ratio of basic salary and remuneration of women to men (%)</b>										
Basic salary of women to basic salary of men	75.3	80.7	81	90.5	88.5	70.8	63.3	87.8	74.2	75
<b>Ratio of basic salary by gender and employee category (%)</b>										
Basic salary of women to basic salary of men (Board)	n/a									60
Basic salary of women to basic salary of men (Executive – Level 5)	n/a									109.5
Basic salary of women to basic salary of men (General Manager) – Level 4)	n/a	n/a	n/a	n/a	n/a	89.4	n/a	n/a	n/a	85.6
Basic salary of women to basic salary of men (Manager – Level 3)	109.7	119.1	100.6	92.9	89	84.9	n/a	n/a	112.9	96.3
Basic salary of women to basic salary of men (Supervisor, superintendent, coordinator – Level 2)	91.1	84.7	75.6	96.3	97.3	81	n/a	98.6	67.8	85.2
Basic salary of women to basic salary of men (Operator, technical advisor – Level 1)	75.3	78.2	86.5	91.1	85.2	93.5	94.8	243.4	n/a	98.1

(1) Only a ratio for Corporate Offices and Exploration has been provided for the General Manager category. All General Managers at operating sites were male.

(2) In FY21, we defined basic salary as TEC (salary plus super). In FY22, we have defined basic salary as: salary, superannuation, location allowance, roster allowance and bonus.

## GRI 410-1 Security personnel trained in organisational human rights policies or procedures as at 30 June FY22

	Company (excluding Wafi-Golpu)	Company	Brucejack	Cadia	Lihir	Red Chris	Telfer	Exploration	Havieron	Namosi	Wafi-Golpu	Corporate Offices
Total number of directly employed security employees and contractors(#) <sup>(1)</sup>	244	267	11	19	204	9	10	0	n/a	0	23	2
Proportion of security employees and contractors trained in organisational human rights policies and procedures (%) <sup>(2)</sup>	99	99	100	100	100	89	90	n/a	n/a	n/a	100	100

(1) The total number of directly employed security employees and contractors was 244 (267 when employees and contractors from the Wafi-Golpu Joint Venture [WGJV] are included). Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year.

(2) All security employees and contractors are required to undertake dedicated human rights awareness training through our Security Code of Conduct. As at June 30 2022, 99% of our security personnel were trained. We did not achieve our goal of 100% in FY22 at Red Chris and Telfer. At Red Chris, one part-time/temporary contractor was onboarded but had not deployed to site as at June 30. At Telfer, one security contractor did not complete the required refresher training. The contractor has since completed training.

Note:

As at June 30 2022, 61 police at Lihir and WGJV were provided Newcrest's human rights awareness training.

Reporting for Havieron will commence for FY23.

There were an additional 42 others, including WGJV, without a security role also trained in FY22. These individuals were primarily from community, safety and site management teams at Cadia, Telfer and WGJV.

## MM1 Amount of land disturbed or rehabilitated (ha) FY22

		Company <sup>(1)</sup>	Brucejack	Cadia <sup>(2)</sup>	Lihir <sup>(3)</sup>	Red Chris <sup>(4)</sup>	Telfer	Havieron	Exploration <sup>(5)</sup>	Namosi	Wafi-Golpu <sup>(6)</sup>
A	Land disturbed and not yet rehabilitated (opening balance for FY22) <sup>(7)</sup>	9,123	284	1,628	1,005	1,515	4,820	118	15	22	186
B	Land newly disturbed within FY22	167	1	13.4		84	16	46	8	-	15
C	Land newly rehabilitated within FY22 to the agreed end use	12	-	1.6		-	7	1	2	-	7
D=A+B-C	Land disturbed and not yet rehabilitated (closing balance for FY22).	9,278	285	1,640	1,005	1,598	4,829	163	21	22	193.5
(i)	Total land undisturbed at end of FY22 <sup>(2)</sup>	469,678	322	3,250	1,545	5,144	92,435	4,002	316,422	46,880	25,151
(ii)	Total land area rehabilitated at end of FY22	2,169	-	336	237	-	1,592	1	4	-	7
(iii)	Land area held for ancillary purposes <sup>(3)</sup>	7,140	-	7,140				-	-	-	-
(iv)=D+(i)+(ii)+(iii)	Total land area	488,265	607	12,366	2,787	6,743	98,856	4,166	316,446	46,902	25,352

(1) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year. Wafi Golpu data is presented however not included in Company totals as it is not under Newcrest's operational control.

(2) Land held for ancillary purposes at Cadia includes a biodiversity offset area.

(3) In FY22, the area of seafloor potentially disturbed within Lihir's lease (260ha) has been included for the first time based on the GRI definition for MM1 (that includes consideration of the seafloor in land that is owned or leased and may be disturbed by mine activities). The reported area is a conservative estimate that includes all of the seabed within the mine lease boundary. Newcrest also conducts oceanographic surveys to monitor the distribution of waste rock placement, deep sea tailings placement and dilute plumes (that may extend outside the extent defined by MM1) aligned with the Lihir regulatory approved Environmental Management and Monitoring Program and the mine Environmental Impact Statement. For further information on our monitoring programs at Lihir, please refer to page 55.

(4) A review of the FY21 closing land disturbance identified the duplication of some areas in the previously reported totals. Together with the additional refinement of the spatial data due to improved quality has lead to the reduction of 883ha compared to FY21.

(5) Exploration data will vary year to year. This reflects the changes to the Exploration portfolio while Newcrest is in growth phase as a company. 'Near mine' exploration data has been included in the operating sites rather than as part of 'Exploration'.

(6) For FY21, the Total land undisturbed at end of FY22 for Wafi-Golpu should have read 25,166 ha and therefore the Total land area should have read 25,352 ha.

(7) In some instances, opening land disturbed balances do not align with prior year closing land disturbed balances due to improved data quality.

Note to reader: Total land area = (D)+(i)+(ii)+(iii)+(iv). Land disturbed and not yet rehabilitated (closing balance for FY21) = A+B-C



## MM3 Waste rock and tailings (kt) FY18-22<sup>(1)</sup>

	FY22	FY21	FY20	FY19	FY18
<b>Waste rock – Potentially Acid Forming (PAF)</b>					
<b>Company</b>	56,064	51,562	15,333	16,558	27,133
Brucejack	1,003	n/a	n/a	n/a	n/a
Cadia	632	720	708	-	1
Lihir	26,968	24,230	11,133	16,282	21,476
Red Chris	24,490	19,127	-	n/a	n/a
Telfer <sup>(2)</sup>	3,975	7,485	3,492	276	5,656
Gosowong	n/a	n/a	-	-	-
Bonikro	n/a	n/a	n/a	n/a	-
<b>Waste rock – Non Acid Forming (NAF)<sup>(3)</sup></b>					
<b>Company</b>	9,708	15,718	34,570	36,234	27,623
Brucejack	33	n/a	n/a	n/a	n/a
Cadia	28	99	246	293	283
Lihir	107	7	4,874	-	-
Red Chris	1,291	3,982	-	n/a	n/a
Telfer <sup>(2)</sup>	8,282	11,629	29,348	35,750	21,001
Gosowong	n/a	n/a	103	191	236
Bonikro	n/a	n/a	n/a	n/a	6,104
<b>Total Waste rock – NAF + PAF</b>	<b>65,772</b>	<b>67,281</b>	<b>49,903</b>	<b>52,792</b>	<b>54,756</b>

Note: Please refer to footnotes on following page.

MM3 Waste rock and tailings (kt) FY18-22<sup>(1)</sup> (continued)

	FY22	FY21	FY20	FY19	FY18
<b>Tailings</b>					
<b>Company</b>	64,011	70,174	57,947	62,831	57,533
Brucejack	1,290	n/a	n/a	n/a	n/a
Cadia	25,473	31,686	28,906	28,935	20,893
Lihir	12,212	12,792	13,785	13,350	14,274
Red Chris	9,129	9,460	-	n/a	n/a
Telfer	17,197	16,237	14,780	20,041	19,826
Gosowong	n/a	n/a	477	505	704
Bonikro	n/a	n/a	n/a	n/a	1,835
<b>Total waste rock and tailings</b>	<b>129,784</b>	<b>137,455</b>	<b>107,851</b>	<b>115,624</b>	<b>112,289</b>

(1) Brucejack data is presented however not included in Company totals as it was not under Newcrest's operational control for the full year.

(2) Total figure includes scats, reported in FY18 for the first time.

(3) Annually generated PAF and NAF waste rock volumes are based on geochemical analysis and classification that is used to inform regulator-approved management plans for storage and remediation of waste rock dumps. Some volumes of NAF waste rock (for example, that may contain minor quantities of steel or concrete from underground workings) are also conservatively managed as if they were PAF in engineered storage cells to prevent potential environmental impacts.

## MM6 MM7 Significant events relating to land use, customary rights of local communities and Indigenous Peoples FY22

Newcrest's Community Concerns, Complaints and Grievances Guideline classifies grievances according to a risk and severity classification level of between 1 and 3. Level 3 grievances are 'Significant' and are reported in the table below for GRI disclosure but did not meet internal thresholds for reporting to the market.

Total number of significant disputes related to land use or the customary rights of local communities associated with current, planned or proposed operations		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	
	Description of the significant dispute	Status of the significant dispute	Description of any actions taken including the use and outcome of any grievance procedures.
Lihir	Threat to shut down SML Landolam Pit Block 12 due to delay in parked royalty payments.	Resolved	Issue was registered and resolved through the Bel Isi Grievance Process. Once incident was raised and given the risk of threat, this was flagged immediately and interventions were undertaken to fast track the pay out of parked royalties. Once payments were made, the landowner was informed and this issue was resolved.
Lihir	Gorgors placed at Londolovit LMP34 Landfill site resulting in stoppage of work at Landfill	Resolved	Gorgor was noticed by workforce and flagged by Security team who then notified the Newcrest team. Work stoppage was registered and Bel Isi Process was initiated to manage and resolve the issue. Community leaders of the area supported the Newcrest team with investigations. The person placing gorgors was not identified. Upon agreement with community leaders gorgor was removed due to being illegally placed as the area is under LGL lease.
Lihir	Gorgor placed and work stopped on Lihir Ring Road Project by community member claiming non communication and ownership of the area. Community member claimed work was on a cultural site and wanted compensation prior to work continuing.	Resolved	Test pit drilling work stopped when gorgor was placed on the geotech samples. Work stoppage was registered and issue was managed and resolved through the SP Bel Isi Grievance Process. On investigation, the Newcrest team identified that the land is owned by the Catholic Church. The team then engaged with relevant LLG leaders and Catholic Church leaders to resolve the issue with community member.
Lihir	Gorgor plant placed at Put-put Sports Field stopping grass cutting work	Resolved	Workers involved in cutting grass noticed gorgor and informed the Newcrest team. The issue was registered and investigated through the Bel Isi Grievance Process. Newcrest team discussed with Putput Community Leaders and identified owner of gorgor. Community leaders assisted with discussions with the aggrieved community member. Issue was resolved when community member realised that his concerns had nothing to do with grass cutting activities and agreed to remove the gorgor for grass cutting to continue.
Wafi-Golpu	Ongoing disputes among the Babuaf, Yanta and Hengambu tribes (and others) over the ownership of the area within EL 440 where the Wafi-Golpu deposit is located.	Ongoing	Resolution is ongoing through PNG Government processes. The PNG government is seeking to address the issue through established regulatory processes including the continuation of Land Investigation Report in FY23 and the Development Forum/MOA process (once it recommences).

*MM6 MM7 Significant events relating to land use, customary rights of local communities and Indigenous Peoples FY22 (continued)*

Total number of significant disputes related to land use or the customary rights of local communities associated with current, planned or proposed operations		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	
	Description of the significant dispute	Status of the significant dispute	Description of any actions taken including the use and outcome of any grievance procedures.
<b>Wafi-Golpu</b>	Ongoing dispute over whether Landowner Associations (LOAs) or Incorporated Land Groups (ILGs) should be recognised by the State as the community's representative organisation in the Wafi-Golpu Project.	Ongoing	The State had made its position clear that the LOAs would be recognised; however, the previous Morobe Governor has asserted that it should be the ILGs. The PNG government is aware of the LOA/ILG issues and it will be addressed through National and Provincial Government processes.
<b>Wafi-Golpu</b>	The previous Morobe Governor and Morobe Provincial Government lodged a Judicial Review on 4 March 2021 with respect to the grant of the Environment Permit. The Defendants in that proceeding are the Environment Minister, Managing Director for CEPA, Minister for Mining, and the Independent State of Papua New Guinea. The WGJV is not a party to the proceeding.	Ongoing	Ongoing legal matter - WGJV participants have watching brief. The Defendants are defending the proceeding in accordance with PNG Court processes.
<b>Namosi</b>	Landowners restricted access of NJV personnel to the Waisoi Camp due to misunderstanding of the compensation payment process.	Resolved	Internal grievance procedures were followed to resolve the matter. A number of meetings were held with landowners of Mataqali Nabukebuke, MRD, Police, Ministry of Waterways and iTLTB to discuss issues raised.



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### Our Conclusion

We were engaged by Newcrest Mining Limited ('Newcrest') to undertake limited assurance over selected non-financial matters and associated performance disclosures included in Newcrest's Sustainability Report for the year ended 30 June 2022 ('the Report'). Based on our limited assurance procedures, nothing has come to our attention that causes us to believe that the Subject Matter, as detailed below has not been prepared, in all material respects, in accordance with the Criteria as presented below.

### The Subject Matter

The Subject Matter for our limited assurance engagement for the year ended 30 June 2022 includes the alignment of Newcrest's sustainability policies to International Council of Mining and Metals' (ICMM) Mining Principles. Specifically, it includes:

- ▶ Subject matter 1: The alignment of Newcrest's sustainability policies to the ICMM 10 Principles and mandatory requirements set out in ICMM Position Statements, the corporate-level Performance Expectations (PE) and corporate-level aspects of combined PEs
- ▶ Subject matter 2: Newcrest's material sustainability risks and opportunities based on its own review of the business and the views and expectations of stakeholders, and conformance to the AA1000 AccountAbility Principles of:
  - a) Inclusivity, whether Newcrest demonstrated a commitment to including its stakeholders in developing and achieving an accountable and strategic response to sustainability
  - b) Materiality, whether Newcrest has in place a process to identify, prioritize and include in its report the material information and data required by its stakeholders to make informed judgements, decisions and actions
  - c) Responsiveness, whether Newcrest has in place processes that enable it to respond to material sustainability issues through decisions, actions and performance
- ▶ Subject matter 3: The 'existence' and 'status of implementation' of systems and approaches used by Newcrest to manage a selection of the identified material sustainability risks and opportunities
- ▶ Subject matter 4: Newcrest's reported performance during the reporting period for a selection of performance indicators. Selected performance indicators for FY22 are listed out in the table below.
- ▶ PE Validation: Newcrest's self-assessments of the existence and integrity of systems and/or practices relating to implementation of the PEs, to the extent that they are applicable in a given context, at the asset level. EY will provide assurance over the completed actions arising from the self-assessments, for gaps identified in FY21.
- ▶ The status of implementation of Newcrest's processes to meet the requirements of the Responsible Gold Mining Principles (RGMPs), as per the WGC's year 3 requirements for implementing the RGMPs (full conformance).
- ▶ Newcrest's disclosures in relation to its net zero technology roadmap as presented in Newcrest's Sustainability Report. Specifically, a sample of 4 qualitative statements (selected on a risk basis) pertaining to the net zero technology roadmap.

Subject Matter 4 includes the following GRI performance indicators and qualitative statements as reported in the Newcrest 2022 Sustainability Report:

GRI Indicator or statement	Subject Matter	Page
Subset of 201-1 [2016]	Total economic value distributed: Community expenditure	77
202-2 [2016]	Proportion of senior management hired from the local community	78
Subset of 403-9 [2018]	Number and rate of fatalities as a result of work-related injury, number and rate of high-consequence work-related injuries (excluding fatalities), and number and rate of total recordable work-related injuries (TRIFR)	91

## Independent Limited Assurance Statement to the Board and Management of Newcrest Mining Limited

GRI Indicator or statement	Subject Matter	Page
Subset of 403-2 [2016]	Lost time injury frequency rate (LTIFR)	90
204-1 [2016]	Proportion of spending on local suppliers	79
MM1 [2010]	Amount of land disturbed or rehabilitated	96
MM3 [2010]	Waste rock and tailings	97
302-1 [2016]	Energy consumption within the organisation (Telfer only)	80 - 81
302-3 [2016]	Energy intensity by ore milled and gold produced (Telfer only)	82
303-3 [2018]	Water withdrawal by source	83 - 84
304-4 [2016]	IUCN Red List species and national conservation list species with habitats in areas affected by operational sites	85
305-1 [2016]	Direct (Scope 1) greenhouse gas (GHG) emissions by source	86
305-2 [2016]	Indirect (Scope 2) GHG emissions	86
305-3 [2016]	Scope 3 GHG emissions by source	87
305-4 [2016]	GHG emissions intensity by ore milled and gold produced	88
2-7 and 2-8 [2021]	Employees and other workers	75 - 76
405-1 [2016]	Diversity of governance bodies and employees	92 - 93
405-2 [2016]	Ratio of basic salary and remuneration of women to men	94
Community impact and engagement	Non-financial performance disclosures relating to the Newcrest Community Support Fund assured by EY under Engagement Agreement - Provision of Limited Assurance services over the Newcrest Community Support Fund for the year ending 30 June 2022 (FY22) dated 9 May 2022	32
Culture and engagement	Sample of 9 qualitative statements pertaining to workplace culture and employee engagement.	N/A
Biodiversity risk management	Sample of 4 qualitative statements pertaining to biodiversity risk management	N/A
Climate-related Disclosures (net zero roadmap)	Sample of 4 qualitative statements pertaining to the net zero technology roadmap	N/A

### The Criteria for our limited assurance engagement for the year ended 30 June 2022

- ▶ ICMM principles and mandatory requirements set out in ICMM Position Statements and PEs.
- ▶ Newcrest's own reporting process for determining material risks and opportunities, the outcome of this process, and how the views and expectations of its stakeholders were considered during this process. This is to be assessed with regard to AccountAbility's AA1000 Assurance ('AA1000AS') and Principles Standards ('AA1000APS') for the principle of materiality.
- ▶ Newcrest's own reporting criteria for 'existence' and 'status of implementation' of systems and approaches, as detailed in the Disclosures on Management Approach for material sustainability risks and opportunities.



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- ▶ Performance information criteria disclosed by Newcrest for each indicator such as:
  - a) Definitions as per the Global Reporting Initiative's ('GRI') Standards 2016.
  - b) Definitions as per the GRI Standards 2018.
  - c) Company-specific definitions that are publicly disclosed.
- ▶ Newcrest's own reporting process for self-assessments at the asset level and its application in accordance with ICMM Performance Expectations.
- ▶ Responsible Gold Mining Principles criteria as set out in the Guidance on implementing and assuring the RGMPS.
- ▶ Management methods publicly disclosed, and any other relevant Newcrest basis of preparation documentation supporting the climate-related disclosures in the Sustainability Report
- ▶ GRI reporting principles for report quality; accuracy, balance, clarity, comparability, reliability, and timeliness.
- ▶ Other relevant supplementary reporting criteria, including the Greenhouse Gas Protocol and National Greenhouse and Energy Reporting legislation

#### Management's Responsibility

The management of Newcrest is responsible for the preparation and fair presentation of the Subject Matter in accordance with the Criteria and is also responsible for the selection of methods used in the Criteria. Further, Newcrest's management is responsible for establishing and maintaining internal controls relevant to the preparation and presentation of the Subject Matter that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate criteria; maintaining adequate records and making estimates that are reasonable in the circumstances.

#### Assurance Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on our assurance engagement conducted in accordance with the International Federation of Accountants' International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000') and in accordance with the requirements of a Type 2 assurance engagement under AA1000AS and the terms of reference for this engagement as agreed with Newcrest.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion, and, as such, do not provide all of the evidence that would be required to provide a reasonable level of assurance. The procedures performed depend on the assurance practitioner's judgement including the risk of material misstatement of the Subject Matter, whether due to fraud or error.

While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within information technology systems, which would have been performed under a reasonable assurance engagement. No conclusion is expressed as to whether management's selected methods are appropriate for the purpose described above.

We believe that the assurance evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

#### Summary of Procedures Undertaken

Our procedures included but were not limited to the following:

- ▶ Interviewing a selection of Newcrest staff and management at corporate and sites.
- ▶ Determining whether material topics and performance issues relevant to the Subject Matter had been adequately disclosed.
- ▶ Sample testing of reported data and performance statements against supporting source information.
- ▶ Performing analytical procedures to check the reasonableness of the data supporting performance indicators.
- ▶ Reading selected management information and documentation supporting assertions made in relation to the Subject Matter.
- ▶ Reading selected Newcrest policies and standards and assessing alignment with ICMM's 10 Principles, other mandatory requirements as set out in ICMM's Position Statements, and corporate and site level PEs.

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We adapted our approach to undertaking our review procedures in response to the COVID-19 travel restrictions and social distancing requirements.

#### Independence and Quality Control

In conducting our assurance engagement, we have met the independence requirements of the APES 110 Code of Ethics for Professional Accountants. We have the required competencies and experience to conduct this assurance engagement.

#### Observations on Newcrest's conformance to the AA1000 AccountAbility Principles

In order for us to provide a conclusion in relation to the AA1000 AccountAbility Principles we considered the following questions and identified findings as below:

- ▶ **Inclusivity:** Newcrest maintains a Sustainability Performance Procedure which guides the conduct of its annual materiality process consistent with GRI standards and in accordance with AccountAbility's Five-Part Materiality Test. In FY22 the materiality process included internal and external stakeholder interviews with a range of Newcrest's business functions, Executive Committees and Board members as well as industry associations, investors, government and regulators and local communities. Internal stakeholders from across the business validated the business's material topics.
- ▶ **Materiality:** In FY22 Newcrest performed a materiality assessment consistent with the guidance provided by the GRI and AccountAbility's Five Part Materiality Test. Issues were identified through a media review, peer review and stakeholder interviews and were prioritised using an assured methodology. Newcrest could consider disclosing any changes to the material topics from prior years. This could include the evaluation and validation process, and a description of how conflicts are addressed during stakeholder consultation and review.
- ▶ **Responsiveness:** Newcrest has continued to respond to the needs, concerns, and expectations of stakeholders through communication on material issues. The FY22 sustainability report notes that community grievances were responded to within 30 days. Newcrest's Social Performance Standard requires all assets develop and maintain stakeholder engagement plans that include responsiveness requirements.

#### Emphasis of matter

We draw attention to page 46 and footnote 4 on page 87 of the Newcrest 2022 Sustainability Report in which Newcrest discloses an amendment to the calculation of FY20 and FY21 Scope 3 GHG emissions which has also been applied to the FY22 calculation. The FY21 number was overstated by 432 kilotonnes of carbon dioxide equivalent. Our conclusion is not modified in respect of this matter.

#### Use of our Limited Assurance Report

We disclaim any assumption of responsibility for any reliance on this assurance report, or on the Subject Matter to which it relates, to any persons other than management and the Directors of Newcrest, or for any purpose other than that for which it was prepared.

Ernst & Young

Ernst & Young  
Melbourne, Australia  
04 November 2022



# Disclaimers

## Forward Looking Statements

This document includes forward looking statements and forward looking information within the meaning of securities laws of applicable jurisdictions. Forward looking statements can generally be identified by the use of words such as “may”, “will”, “expect”, “intend”, “plan”, “estimate”, “anticipate”, “believe”, “continue”, “objectives”, “targets”, “outlook” and “guidance”, or other similar words and may include, without limitation, statements regarding expansion, exploration and development activities and the specifications, targets, results, analyses, interpretations, benefits, costs and timing of them; certain plans, strategies, aspirations and objectives of management, anticipated production, sustainability initiatives, climate scenarios, dates for projects, reports, studies or construction, expected costs, cash flow or production outputs and anticipated productive lives of projects and mines. Newcrest continues to distinguish between outlook and guidance. Guidance statements relate to the current financial year. Outlook statements relate to years subsequent to the current financial year.

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

industrial relations issues and litigation. For further information as to the risks which may impact on Newcrest’s results and performance, please see the risk factors included in the Operating and Financial Review included in the Appendix 4E and Financial Report for the year ended 30 June 2022 and included in the Annual Information Form dated 6 December 2021 which are available to view at [www.asx.com.au](http://www.asx.com.au) under the code “NCM” and on Newcrest’s SEDAR profile.

Climate scenarios incorporate key elements of assumed future states and highlight key factors that may impact future developments. As a tool to enhance critical strategic thinking, scenarios are intended to explore alternatives that may significantly differ from the underlying basis for ‘business as usual’ assumptions. They are hypothetical and do not represent forecasts, predictions or sensitivity analyses. Scenario analysis has inherent limitations, including its reliance on assumptions that may or may not be correct, and may be impacted by factors apart from the assumptions disclosed. It is difficult to predict which (if any) of the scenarios might eventuate.

Forward looking statements are based on Newcrest’s good faith assumptions as to the financial, market, regulatory and other relevant environments that will exist and affect Newcrest’s business and operations in the future. Newcrest does not give any assurance that the assumptions will prove to be correct. There may be other factors that could cause actual results or events not to be as anticipated, and many events are beyond the reasonable control of Newcrest. Readers are cautioned not to place undue reliance on forward looking statements, particularly in the current economic climate with the significant volatility, uncertainty and disruption caused by global events such as geopolitical tensions, the inflationary environment and rising interest rates and the ongoing COVID-19 pandemic. Forward looking statements in this document speak only at the date of issue. Except as required by applicable laws or regulations, Newcrest does



not undertake any obligation to publicly update or revise any of the forward looking statements or to advise of any change in assumptions on which any such statement is based.

### **Non-IFRS Financial Information**

Newcrest's results are reported under International Financial Reporting Standards (IFRS). This document includes non-IFRS financial information within the meaning of ASIC Regulatory Guide 230: 'Disclosing non-IFRS financial information' published by ASIC and within the meaning of National Instrument 52-112 - Non-GAAP and Other Financial Measures published by the Canadian Securities Administrator.

Such information includes: 'Underlying profit' (profit or loss after tax before significant items attributable to owners of the Company); 'EBITDA' (earnings before interest, tax, depreciation and amortisation, and significant items); EBIT (earnings before interest, tax and significant items); 'EBITDA Margin' (EBITDA expressed as a percentage of revenue); 'EBIT Margin' (EBIT expressed as a percentage of revenue); 'ROCE' ('Return on capital employed' and calculated as EBIT expressed as a percentage of average total capital employed [net debt and total equity]); 'Interest coverage ratio' (calculated as EBITDA adjusted for facility fees and discount unwind on provisions, divided by net interest payable (interest expense adjusted for facility fees, discount unwind on provisions and interest capitalised)); 'Leverage ratio (Net debt to EBITDA)' (calculated as net debt divided by EBITDA for the preceding 12 months); 'Free Cash Flow' (calculated as cash flow from operating activities less cash flow related to investing activities, with Free Cash Flow for each operating site calculated as Free Cash Flow before interest, tax and intercompany transactions); 'Free Cash Flow before M&A activity' (being 'Free Cash Flow' excluding acquisitions, investments in associates and divestments); and 'AISC' (All-In Sustaining Cost) and 'AIC' (All-In Cost) as per updated World Gold Council Guidance Note on

Non-GAAP Metrics released November 2018. AISC will vary from period to period as a result of various factors including production performance, timing of sales and the level of sustaining capital and the relative contribution of each asset. AISC Margin reflects the average realised gold price less the AISC per ounce sold.

These measures are used internally by Newcrest management to assess the performance of the business and make decisions on the allocation of resources and are included in this document to provide greater understanding of the underlying performance of Newcrest's operations. The non-IFRS information has not been subject to audit or review by Newcrest's external auditor and should be used in addition to IFRS information. Such non-IFRS financial information/non-GAAP financial measures do not have a standardised meaning prescribed by IFRS and may be calculated differently by other companies.

Although Newcrest believes these non-IFRS/non-GAAP financial measures provide useful information to investors in measuring the financial performance and condition of its business, investors are cautioned not to place undue reliance on any non-IFRS financial information/non-GAAP financial measures included in this document. When reviewing business performance, this non-IFRS information should be used in addition to, and not as a replacement of, measures prepared in accordance with IFRS, available on Newcrest's website, the ASX platform and SEDAR.

### **Reliance on Third Party Information**

The views expressed in this document contain information that has been obtained from third parties and has not been independently verified, including estimates and actual outcomes that relate to production and AISC for Fruta del Norte. No representation or warranty is made to the accuracy, completeness or reliability of the information. This document should not be relied upon as a recommendation of forecast by Newcrest.

# Corporate Directory

## Investor Information

### Registered and Principal Office

#### Newcrest Mining Limited

Level 8, 600 St Kilda Road Melbourne,  
Victoria 3004 Australia

T: +61 (0)3 9522 5333

F: +61 (0)3 9522 5500

E: [investor.relations@newcrest.com.au](mailto:investor.relations@newcrest.com.au)

[www.newcrest.com](http://www.newcrest.com)

## Company Secretaries

### Maria Sanz Perez and Claire Hannon

#### Newcrest Mining Limited

Level 8, 600 St Kilda Road Melbourne,  
Victoria 3004 Australia

T: +61 (0)3 9522 5333

F: +61 (0)3 9522 5500

E: [ria.sanz@newcrest.com.au](mailto:ria.sanz@newcrest.com.au)

[claire.hannon@newcrest.com.au](mailto:claire.hannon@newcrest.com.au)

## Investor Relations

### Tom Dixon

#### Head of Investor Relations

#### Newcrest Mining Limited

Level 8, 600 St Kilda Road Melbourne,  
Victoria 3004 Australia

T: +61 (0)3 9522 5570

E: [tom.dixon@newcrest.com.au](mailto:tom.dixon@newcrest.com.au)

### Vlada Cvijetinovic

#### Vice President Legal & Investor Relations – Americas

#### Newcrest Canada Services

2300 - 1055 Dunsmuir Street  
Four Bentall Centre, PO Box 49334  
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T: +1 (604) 566-8781

E: [vlada.cvijetinovic@newcrest.com.au](mailto:vlada.cvijetinovic@newcrest.com.au)

## Stock Exchange Listings

Australian Securities Exchange (Ticker NCM)

Toronto Stock Exchange (Ticker NCM)

PNGX Markets Limited (Ticker NCM)

New York ADRS (Ticker NCMGY)

## Share Registries

### Australia

#### Link Market Services

Tower 4, 727 Collins Street Docklands,  
Victoria 3008 Australia

Locked Bay A14 Sydney South,  
New South Wales 1235

Australia T: 1300 554 474  
(toll free within Australia)

E: [registrars@linkmarketservices.com.au](mailto:registrars@linkmarketservices.com.au)  
[www.linkmarketservices.com.au](http://www.linkmarketservices.com.au)

### Canada

#### TSX Trust Company

PO Box 700, Station B  
Montreal, QC H3B 3K3

T: 1-800-387-0825 or  
outside Canada and U.S. 416-682-3860

F: 1-888-249-6189 or outside Canada and U.S.  
514-985-8843

E: [shareholderinquiries@tmx.com](mailto:shareholderinquiries@tmx.com)  
[www.tsxtrust.com](http://www.tsxtrust.com)

## PNG Registries Limited

Level 4, Cuthbertson House  
Cuthbertson Street Port Moresby,  
NCD Papua New Guinea

PO Box 1265  
Port Moresby, NCD  
Papua New Guinea

T: +675 321 6377/78  
F: +675 321 6379  
E: pngregistries@linkgroup.com

## American Depositary Receipts (ADRS)

### BNY Mellon Shareowner Services

PO Box 505000 Louisville,  
KY 40233-5000 USA

T: + 1 888 BNY ADRS  
or +1888 269 2377 (toll free within the US)

International Callers: +1 201 680 6825

E: shrrelations@cpushareownerservices.com  
[www.mybnymdr.com](http://www.mybnymdr.com)

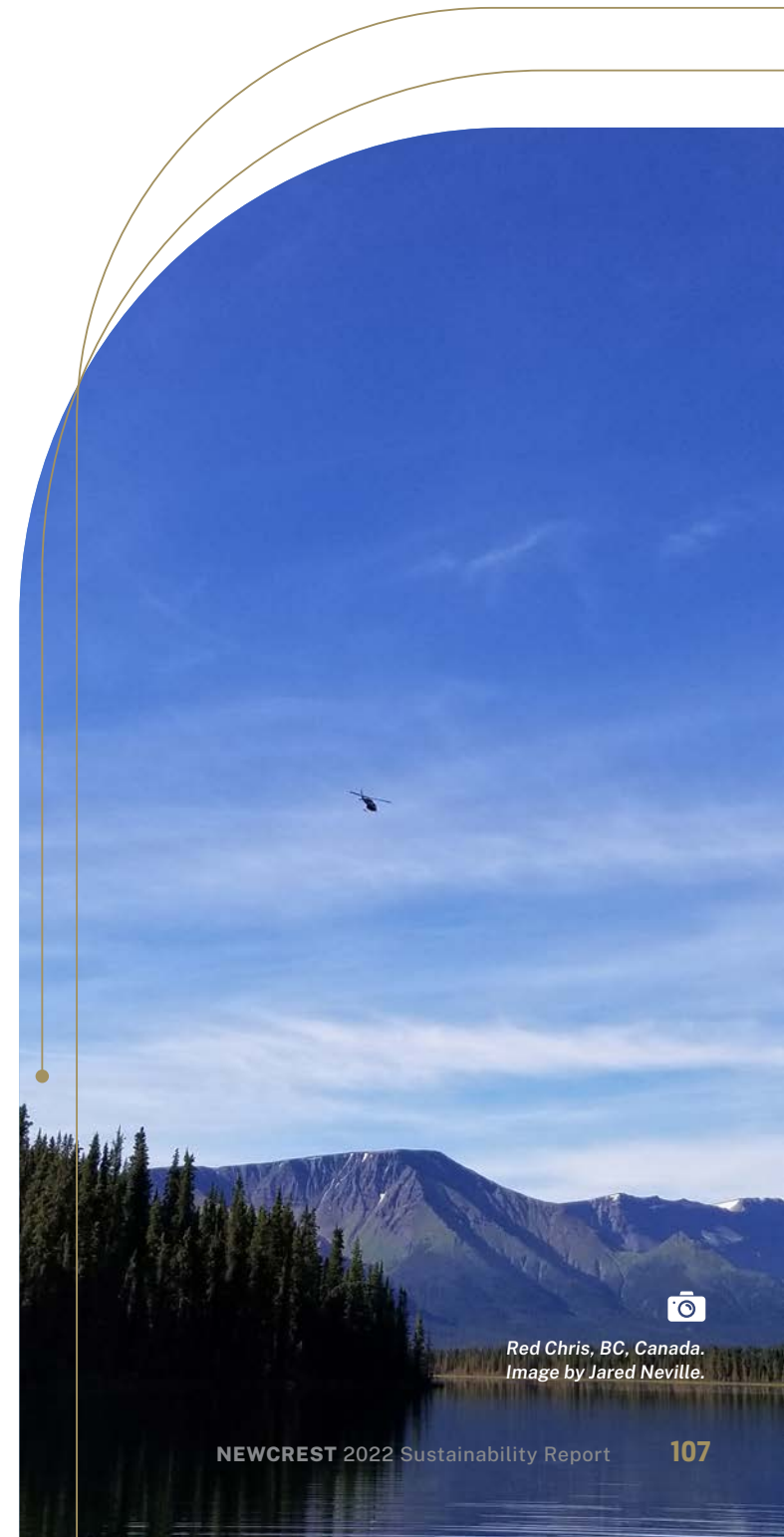
## Company Events

### Annual General Meeting

9 November 2022 at 10:30am (Melbourne time)

The Pavilion  
Arts Centre Melbourne  
100 St Kilda Road  
Melbourne, Victoria 3004

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Red Chris, BC, Canada.  
Image by Jared Neville.



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