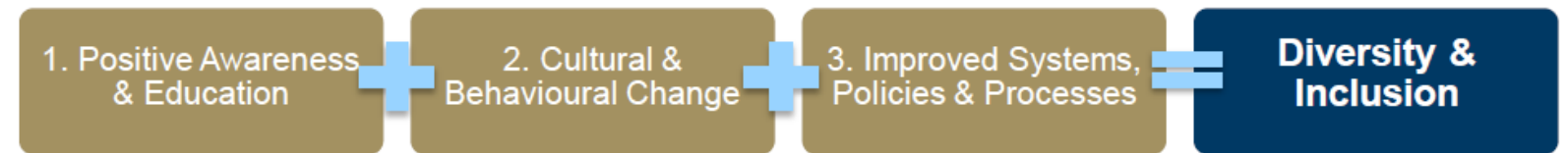


Diversity and inclusion are essential parts of Newcrest's vision, values and company culture. We aim to create a diverse and inclusive environment where: Everyone feels safe, valued and supported to bring their unique self to work; Our leaders demonstrate positive examples through empowering communication and consistently respecting others; Our people reflect the communities in which we operate; Our different backgrounds, distinct experiences and attributes help our business achieve more together.

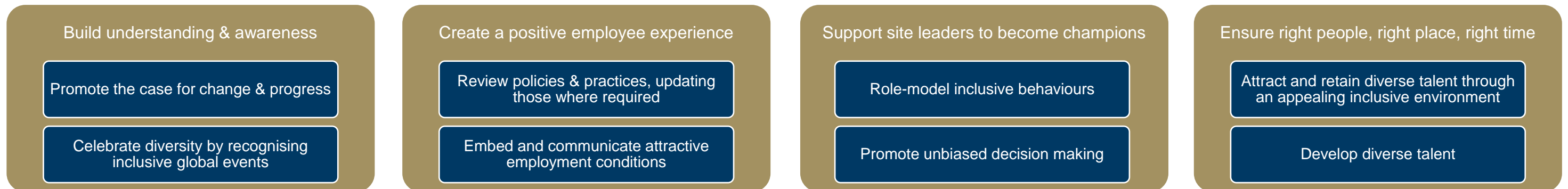
WHY- THE BENEFITS & CASE FOR CHANGE



HOW- SUSTAINABLE & MUTUALLY BENEFICIAL



WHAT- TO ACHIEVE THIS WE WILL



OUR TARGETS- BY FY 2021

Australia:

- Increase the Australian representation of women in all levels to minimum of 20%
- Increase the Australian representation of women in levels 2-4 to a minimum of 22%
- Gain baseline data understanding of Aboriginal/ Torres Strait Islander employees (FY19), introduce targets (FY20) to be delivered (FY21 onwards)

Global:

- Increase the global representation of women in all levels to minimum of 15%
- Increase the representation of locals and/or nationals in levels 2-4 to 80%

OUR MEASURES

As well as measuring ourselves against our **quantitative** targets, we will also measure ourselves against **qualitative** measures which include:

- Improvement in Organisational Health motivation outcome
- Improve employee feedback on the inclusiveness of our culture (based on Organisational Health questions and focus groups) including impact of diversity and inclusion on innovation and performance
- Recognition as a Workplace Gender Equality Agency Employer of Choice for Gender Equality
- Improved brand resulting in greater attraction and retention of diverse talent

¹ Deloitte Review, 2018 ² McKinsey & Company, 2017