**Newcrest’s Refreshed Diversity and Inclusion (D&I) Strategy**

**Plan on a Page FY21-FY25**

**Our vision**
To build a diverse and inclusive environment where everyone feels safe, valued and supported to bring their whole unique self to work

**Our mission**
To embed inclusion into all aspects of leadership and the workforce experience at Newcrest

**Our values**
Diversity and inclusion are essential parts of Newcrest’s vision, values and company culture

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### Benefits

- Opens up tight labour markets where we compete for diverse talent globally
- Enhances diversity of thought to preserve our competitive advantage and innovative culture
- Reinforces our license to operate with the communities in which we mine and explore

### Enablers

- Commitment and passion to 'shift the dial' on D&I from all leaders
- Existing successes and sustained focus on D&I that has created momentum to improve further
- Agility to pivot strategies and actions to drive progress in D&I
- Engagement with local communities and ongoing social performance success

### Levers

#### 1. Inclusive Leadership

- Increase leadership accountability for creating an inclusive workplace and progressing diversity

  - Site General Managers (GM) and Executive Committee (ExCo) to develop and implement D&I action plans
  - Senior leaders to attend inclusive leadership & unconscious bias training and actively role model agreed behaviours
  - L3-4+ Short Term Incentives (STI) to include quantitative and qualitative D&I performance measures
  - ExCo reviews of D&I Key Performance Indicators (KPI) and dashboards, action plans and progress

  **Key Actions - executed through a multiyear plan**

  - Leverage flexible work practices that already exist and broaden the application of our flexible work policy (to include remote working, work from home, part time working, job sharing)
  - Each ExCo member to identify jobs that can be done flexibly
  - Recruitment and selection processes to be updated to reduce bias, attract/select more diverse talent and enable internal promotions

#### 2. Systemic Alignment

- Individual development plans for targeted cohorts (e.g. high potential and operational roles) actively supported by GMs and the accountable ExCo member. Progress reviewed every 6 months by ExCo
- Build on the success of NewSafe to drive a D&I education program
- All L3-4 succession plans to have at least one diverse candidate

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#### 3. Engagement

- Tailor site and centre engagement action plans

  - Implement a D&I communication plan including; stakeholder management plans, internal and external key messages and having senior leaders publicly and authentically articulate their D&I stance
  - Expand interaction with tertiary institutions, students and early to mid-career diverse talent, industry and non-industry networks

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### Openings

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### Definitions

- **GM**: General Manager
- **ExCo**: Executive Committee
- **L3-4+**: Leadership levels 3-4 and above
- **STI**: Short Term Incentives
- **D&I**: Diversity and Inclusion
- **KPI**: Key Performance Indicator