

2021 Modern Slavery Statement



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Our Values



Caring about people



Integrity and honesty



Working together



Innovation and problem solving



High performance

Disclosure Notes

This Statement is made in accordance with the *Modern Slavery Act 2018* (Cth) for the period 1 July 2020 to 30 June 2021. This is a joint statement made on behalf of the following entities, which we have determined are reporting entities under the Modern Slavery Act for the reporting period:

- Newcrest Mining Limited (ACN 005 683 625), the group's parent company.
- Newcrest Operations Limited (ACN 009 221 505), which holds a 30% interest in the Telfer mine (a joint venture with Newcrest Mining Limited) and interests in a number of exploration tenements throughout Australia.
- Cadia Holdings Pty Limited (ACN 062 648 006), which owns and operates the Cadia Valley Mine.
- Lihir Gold Limited (ARBN 069 803 998), owner and operator of the gold mine located on Lihir Island in the New Ireland province of Papua New Guinea (PNG). Its registered office is in PNG.

This Statement describes the steps taken by Newcrest Mining Limited and its owned and controlled entities (**Newcrest** or the **Group**), including the reporting entities above, to assess and address Newcrest's modern slavery risks. Unless expressly stated otherwise, references to 'we', 'us' and 'our' refer to the Group including the reporting entities listed above. This Statement does not extend to non-managed sites unless expressly stated.

This Statement has not been externally assured.

This Statement was approved by the Board of Newcrest Mining Limited on 8 December 2021 on behalf of itself and the other reporting entities listed above and has been signed by the Chairman and CEO (page 3).

Message from the Chair and Managing Director & Chief Executive Officer

During the last year, as the COVID-19 pandemic continued to profoundly impact people around the world, Newcrest has continued to be guided by its values, remained focused on its vision to be the Miner of Choice™ for all of our stakeholders and its purpose of creating a brighter future for people through safe and responsible mining. Playing our part in addressing modern slavery is critical to our vision and purpose.

This is our second Modern Slavery Statement under the *Modern Slavery Act 2018* (Cth) (**Modern Slavery Act**). During FY21, we further strengthened our response to the modern slavery risks in both our operations and supply chains in several ways, including updating our Human Rights Policy, strengthening our due diligence processes, and building the capability of our people. We have also undertaken deeper risk reviews on key areas of modern slavery risk including our procurement of PPE and apparel, ocean freight and office cleaning services.

We also acknowledge there are opportunities for continuous improvement in our approach, and we are committed to regularly reviewing and identifying areas where we can strengthen our controls. We look forward to continuing to engage with stakeholders in this endeavour over the coming year.

This Statement has been approved by the Board of Newcrest Mining Limited.



Peter Tomsett
Chairman



Sandeep Biswas
Managing Director and
Chief Executive Officer

10 December 2021

Key actions during FY21

- Updated our Human Rights Policy, Human Rights Audit and Performance Protocol and Human Rights Assurance Tool for greater alignment with the UN Guiding Principles on Business and Human Rights and Modern Slavery Act
- Strengthened our Supplier Performance Commitments in relation to modern slavery
- Launched human rights training program for key personnel
- Developed internal FAQs to raise awareness and understanding of human rights, including modern slavery, with employees
- Updated our standard supplier contract templates to include a right to audit suppliers in relation to their compliance with applicable modern slavery laws
- Strengthened our due diligence process in relation to joint venture partners
- Conducted deep dive modern slavery risk reviews into our PPE and apparel, ocean freight and office cleaning supply chains

Our structure, operations and supply chains

Our business, structure and operations

Newcrest Mining Limited is headquartered in Melbourne, Australia and is one of the world's largest gold mining companies.

Newcrest is among the top 20 companies listed on the Australian Securities Exchange. We are also listed on the Toronto Stock Exchange and on PNGX Markets Limited.

Newcrest owns and operates a portfolio of, in aggregate, low cost, predominantly long-life mines and has a strong pipeline of brownfield and greenfield exploration projects. We produce gold dore which is sold to gold refineries in Australia, and mineral concentrates which are exported to smelters located predominantly in Asia.

Newcrest has a number of owned and controlled entities, including those that hold our operating mines and investments, and those that provide various services to the Group.

Our operating mines are:

- Cadia (Australia)
(100% owned and operated)
- Telfer (Australia)
(100% owned and operated)
- Lihir (PNG)
(100% owned and operated)
- Red Chris (Canada)
(70% owned and operated)

We also have development projects and are exploring around the globe. Among them are wholly or majority-owned and managed exploration projects in Australia, Canada, Fiji, PNG and Ecuador. This includes our interest in the Havieron project in Western Australia, a joint venture with Greatland Gold Plc, which has early works construction underway. Newcrest has earned an entitlement to a 70% interest in Havieron now that the pre-feasibility study has been completed.

We have a 50% interest in the non-managed Wafi-Golpu (PNG) joint venture, an advanced exploration project in PNG currently in the permitting stage. Newcrest and Harmony Gold Mining Company Limited (Harmony) each currently own 50% of the Wafi-Golpu Project through the Wafi-Golpu Joint Venture (WGJV).

We also have a number of investments in minority-owned and managed, and minority owned and non-managed, exploration projects under joint venture, as well as farm in and option arrangements. These exploration projects are in Australia, the United States, Chile, Ecuador, Mexico and PNG.

Additional information about our assets and owned and controlled entities and investments is available on our website and in our [2021 Annual Report](#).

As at 30 June 2021, Newcrest had a workforce of 12,727 people, including 4,886 employees (made up of 4,416 permanent and 470 fixed-term employees) and 7,841 contractors. We employ 4,706 people in Australia, 7,204 in PNG, 782 in Canada and 35 in other countries.

Our operating mines

Cadia

📍 **Australia**
100% owned and operated

Telfer

📍 **Australia**
100% owned and operated

Lihir

📍 **Papua New Guinea**
100% owned and operated

Red Chris

📍 **Canada**
70% owned and operated



Our assets and top 5 supplier countries

Canada



11%



541

Top Spend Categories

- Electricity
- Fuel and lubricants
- Contract labour (maintenance and engineering)
- Site support services
- Road freight

Red Chris



United States



1%



93

Top Spend Categories

- General consumables
- Mining Fleet spare parts

Mexico



Ecuador



Chile



Legend



Supplier



Advanced Projects



Assets



Exploration



of suppliers



% of total spend

High 10 9 8 7 6 5 4 3 2 1 Low

The scale indicates the estimated prevalence of modern slavery in a country and is taken from the Global Slavery Index 2018.

Namoi



Lihir



Wafi Golpu



Great Britain



<1%



33

Top Spend Categories

- Professional services

PNG



8%



427

Top Spend Categories

- Fuel and lubricants
- Contract labour (maintenance and mining services)
- Site support services
- General consumables

Australia



72%



2,503

Top Spend Categories

- Contract mining and mining services
- Fuel and lubricants
- Electricity
- Contract labour (maintenance and engineering)
- Site support services

Haviron



Telfer



Cadia



Our supply chains

Newcrest has diverse global supply chains through which we procure a range of goods and services to support our exploration, mining, processing, transportation and corporate support activities. Examples of key goods and services are outlined in the diagram right.

Our procurement is managed by a central Procurement function based in Melbourne (responsible for procurement governance, higher risk categories and higher spend purchases), as well as site procurement teams which report to the relevant site Commercial Manager. We have a number of Group-wide policies and standards that apply across our central and site procurement activities which are outlined in the 'Our approach to assessing and addressing our modern slavery risks' section.

During the year, our total spend was US\$2.8 billion (excluding Government & Tax payments) and we engaged with 3,751 direct suppliers (the entities we directly contract with) located in 37 countries. 92% of our operational spend was with direct suppliers in five countries: Australia, Canada, PNG, United States and Great Britain (comprising 3,597 suppliers as per map on page 5). We acknowledge that goods and services supplied by our direct suppliers may not be manufactured or provided in those direct suppliers' countries, but in jurisdictions that are higher risk for modern slavery.

Our top spend categories during FY21 were contract mining services (ranging from blasting and mine to mill material movement through to mine dewatering and waste material movement), fuel and lubricants, maintenance services (including related contract labour), mining fleet and spare parts (including new plant purchases and on site construction services), site support (camp, catering and air charter services) and electricity/gas.

The majority of our supplier spend is engaged on agreed standard condition contracts over longer rather than shorter timeframes (that is, three or more years).

US\$2.8b

in spend (excluding Government & Tax payments)

3,751

suppliers

37

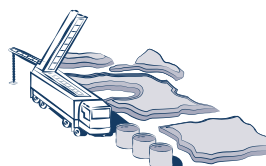
countries

Key goods and services procured

Exploration

Drilling services

Core analysis services

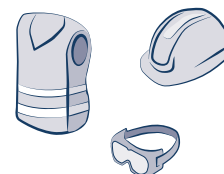
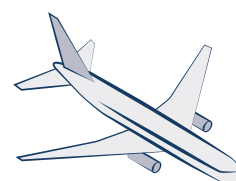
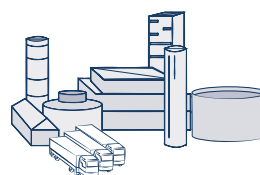


Development

Engineering and construction services

Original Equipment Manufacturer (OEM) processing plant

Contract mining development services



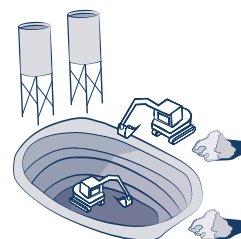
Mining

Explosives

Fuel and lubricants

Mining fleet and spare parts (trucks, excavators, drill rigs, ancillary fleet)

Contract mining and maintenance services



Support activities

Road freight services (for inbound materials)

Camp, catering and cleaning services (site support services) for remote mine site locations

Air charter services

General consumables (PPE, clothing, industrial hardware)

Processing

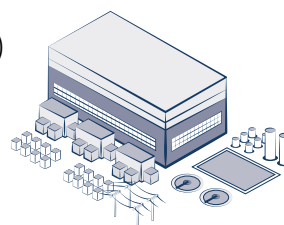
Electricity supply (grid or on site generation)

Processing chemicals

Mill consumables

Electrical spares

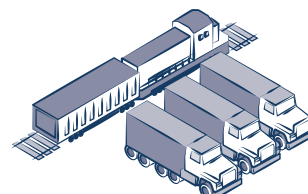
Contract labour for maintenance



Customer

Road, rail and ocean freight services

Storage shed facility services



Our modern slavery risks

We are committed to identifying and addressing the modern slavery risks in our operations and supply chains.

Modern slavery constitutes one of the most egregious abuses of human rights. It is defined in the Modern Slavery Act to include forced labour, human trafficking, debt bondage, servitude, deceptive recruiting for labour or services, and the worst forms of child labour.

We are committed to identifying and addressing the modern slavery risks in both our operations and supply chains. In doing so, we consider the ways in which we may be considered to cause, contribute to or be directly linked to modern slavery based on the use of those terms in the UN Guiding Principles on Business and Human Rights (UN Guiding Principles).

In FY20 we engaged external advisers Pillar Two to undertake a modern slavery risk review of our operations and supply chain, which included consideration of the modern slavery risks of the countries we operate in and source from, and categories of goods and services that we procure. This analysis used a range of tools and resources such as the Global Slavery Index and US Department of Labor reports in relation to child labour and human trafficking. It built on a supply chain risk assessment we undertook in 2018 with Ernst & Young which included human rights issues including modern slavery. In FY21, our deep dive risk reviews, supplier screening and related activities confirmed that the modern slavery risks identified in these assessments remain current.

CAUSE, CONTRIBUTE, DIRECTLY LINKED

In assessing our risk of involvement in modern slavery, we have used the concepts of cause, contribute and directly linked as set out in the UN Guiding Principles and encouraged in the Australian Government's Guidance for Reporting Entities to the Modern Slavery Act.

The following represents our understanding of how these terms could manifest as types of company involvement in modern slavery and which we have used to help us to understand how we could be involved in modern slavery through our operations and supply chains and respond appropriately.

A company may **cause** modern slavery if its operations directly result in such practices (e.g. if it used forced labour at one of its sites).

A company may **contribute** to modern slavery if its actions or omissions, in its operations or supply chains, contribute to such practices such as through incentivising or turning a blind eye to modern slavery (e.g. if unrealistic cost and timeframes were placed on a supplier which could only be met if they used exploited labour).

A company's operations, products or services may be **directly linked** to modern slavery through the activities of another entity it has a business relationship with, such as with a joint venture partner or supplier, and includes entities that the company does not have a direct contractual relationship with (e.g. if a company procures goods that were manufactured using forced labour, even if this was multiple tiers down the supply chain).





Operations

Although we have assessed that modern slavery risks are more significant in our supply chains than in our operations, we acknowledge there is a risk of involvement in modern slavery through our operations.

The modern slavery risks in our operations include engaging employees and contractors, and in our workforce procuring services (in their personal capacity) from the local community. These are largely dependent on the operating context, although risks exist in all countries.

We consider that the risk of involvement through our operations in Australia and Canada are low, given the low prevalence of modern slavery in these countries and the profile of our workforce (which comprises a significant number of professional, skilled and semi-skilled workers), as well as our recruitment processes.

We recognise that there are higher risks of modern slavery in PNG, including a potential risk of exposure to child labour due to lack of reliable birth data and our commitment to supporting local employment. To mitigate this risk, applicants are screened in line with Newcrest recruitment processes, which includes using reliable records on worker ages where available.

The case study below discusses how we address this risk at our Lihir operations. Human trafficking has also been identified by various expert organisations (such as the International Labour Organisation) as a risk in PNG; however, we have not identified this as a significant risk in Lihir.

We have majority-owned and managed exploration projects in Australia, Fiji and PNG, and manage exploration projects in which we have the right to earn a majority interest in Chile, Ecuador and the United States. We recognise there is a heightened risk of modern slavery in some of these countries. To mitigate these risks, our policies and processes – including in relation to due diligence, supplier screening and human resources – apply to the operations and supply chains of exploration projects that we manage.

During the reporting period, we had investments in non-managed exploration projects in several countries including Mexico, Ecuador, Chile, PNG and Canada. We recognise that there are modern slavery risks in these projects' operations and supply chains, and that these risks are higher in relation to projects in countries with a higher prevalence of modern slavery. Our processes in relation to assessing these risks is outlined on the following pages.

Case Study

Mitigating the risk of child labour at Lihir

A lack of reliable birth data means that it can be difficult to confirm the age of workers in PNG.

At Lihir, we have supported a long-running population survey program, in collaboration with local government, which captures (in accordance with local level agreements) birth, death and other data for Lihirians as well as non-Lihirians including migrants, which provides reliable data on the age of local applicants and provides useful input into local government planning. The Lihir population information is collected in the Village Population System (VPS).

Newcrest has preventative controls in relation to our Lihir operations that mitigate the risk of employing underage workers including a documented eligibility screening process for applicants.

Our local level agreement includes commitments in relation to employment opportunities for Lihirians. The applicant screening process confirms whether an applicant is Lihirian or not and therefore eligible for a Lihirian preferred role. These checks also confirm the applicant's birth date in the VPS, with a requirement that workers have completed school (most roles have a minimum entry requirement of year 12).

We also run an eight week School to Mine Program (STMP) which is focused on increasing participants' employment-related skills. The majority of applicants have completed Year 12 with a Technical Vocational Educational Training (TVET) Certificate or above and are at least 18 years old, although occasionally we may accept an applicant who has completed Year 10 (when compulsory schooling finishes) and is not progressing further with school. The STMP is run at our town site and does not involve working at our mine site and does not involve any hazardous activities.



Non-Lihirian job applicants are also asked to provide evidence of their date of birth and we seek to confirm their age with any records that are available. We also consider the risk of employing underage non-Lihirians to be lower as the positions open to them require qualifications such as tradesperson certificates, tickets and experience which provides some indirect evidence of age and which we also seek to verify to the extent possible.

"Newcrest has a number of preventative controls in relation to our Lihir operations that mitigate the risk of employing underage workers including a documented eligibility screening process for applicants."

“In FY22 we will also conduct deeper due diligence into modern slavery risks related to contractor labour supply at Lihir, after an operational review of our overall approach to labour supply is completed.”

Supply chains

Through the independent supply chain risk assessment undertaken in 2018, the modern slavery risk analysis undertaken by external advisers in FY20, and our own ongoing analysis and due diligence, we have identified that procurement of the following goods and services is higher risk for modern slavery. This is based on a range of factors including sector risks (e.g. use of low skilled labour, migrant workers, reliance on third party labour hire or other vulnerable workers) and country risks (e.g. goods produced in countries with higher prevalence of modern slavery).

- PPE and other apparel
- Ocean freight
- Labour hire and contractors on site
- Office, site and mining support (including cleaning, catering, security and operational and mining support particularly involving manual labourers)
- Information technology
- Construction
- Other goods manufactured in high-risk countries

During FY21, we undertook three deep dive risk reviews: two into categories we considered had the highest risks of modern slavery – in particular, PPE and other apparel and ocean freight – as well as office cleaning services in response to an external stakeholder query. These reviews were aimed at providing us with a better understanding of our risks relating to these categories and identify opportunities to address these risks. A case study on page 11 provides further detail in relation to our PPE and apparel process.

In relation to ocean freight, we engaged with ship owners, operators, and brokers to gain insights into these organisations' practices and to better understand modern slavery risks in the shipping industry in general. We mapped chartered vessels' ownership structure from registered owner to vessel charterer or manager to perform further due diligence on those companies who do not have a direct relationship with Newcrest. The assessment included 14 outbound shipping providers, six inbound providers and 82 chartered vessels in total.

We took a risk-based approach based on geographical jurisdiction, the international ports in which the vessels load and unload and the vessels' flag states. This helped us assess suppliers' or vessels' adherence to relevant laws and industry certifications, union agreements and ethical reputations, policies and processes. More broadly, the assessment built our understanding of the shipping industry and its governance structure which led to us strengthening our risk awareness and internal controls for selecting new shipping suppliers or vessel charters including the introduction of additional vessel compliance checks.

The assessment did not identify any specific instances of modern slavery in our ocean freight supply chains. Although we understand that this does not necessarily mean modern slavery is not present, it has increased our confidence that our processes are helping to ensure we charter vessels with low risks of modern slavery. However, we will continue to conduct due diligence on our direct ocean freight suppliers (who are also required to comply with our Supplier Performance Commitments) and undertake additional due diligence where we identify areas of concern, as outlined in the 'Risk assessment – supply chains' section (page 14).

The review of Australian corporate office cleaning services focused on the rights and conditions of cleaning employees and contractors, both directly engaged by Newcrest and by building managers. One cleaning company we engaged is a member of the [Cleaning Accountability Framework](#) which helped demonstrate to us that they were committed to meeting appropriate standards. Eight organisations were assessed, with most being small businesses who employed migrant and student workers. None had third party contractor arrangements in place.

The cleaning companies participated constructively in the assessments, providing information in relation to their employment arrangements and practices (including the use of sub-contracting, wage entitlements and the provision of information to employees in relation to their rights, as well as grievance mechanisms). Those who did not have a grievance mechanism in place were provided with our Human Rights & Modern Slavery – Supplier Information Sheet which encourages suppliers to establish grievance mechanisms and provides information about accessing Newcrest's Speak Out channels. Each confirmed that rates of pay for individual cleaners are in accordance with minimum legal entitlements. As with ocean freight, this assessment did not identify any specific instances of modern slavery. Although again we understand that this does not necessarily mean modern slavery is not present, it has increased our confidence that we have low risks of modern slavery in our office cleaning supply chain.

During the year, we also began a deeper due diligence process in relation to the supply of PNG sourced goods to Lihir which will be completed in FY22. In FY22 we will also conduct deeper due diligence into modern slavery risks related to contractor labour supply at Lihir, after an operational review of our overall approach to labour supply is completed.

Case Study

A deep dive risk review of our PPE and apparel supply chain

PPE and apparel was identified as a high risk category for human rights including modern slavery due to manufacturing locations, the use of low skilled labour and the prevalence of migrant and other vulnerable workers in production facilities, as well as cost pressures in the sector.

To ensure a more comprehensive approach and build a better understanding of the risk profile of our PPE and apparel supply chain, when defining the scope of this risk review, we decided not to limit the review by using a spend threshold or risk-based approach. Instead, we included all nine direct PPE suppliers and 39 of our suppliers who purchased PPE and apparel for use on Newcrest mine sites, as well as two additional suppliers from whom we purchased COVID-19 test kits as part of a pandemic related rapid procurement.

Supplier engagement involved an interview and a follow up self-assessment questionnaire which covered the supplier's policies, product specification and certification standards, modern slavery training and awareness programs, factory audit outcomes, and sourcing practices including supplier selection and onboarding due diligence practices. We also requested full transparency of manufacturer names and, where possible, manufacturing location.

As expected, the suppliers demonstrated varying degrees of maturity in terms of their internal sourcing practices which largely depended on their size. To gain maximum visibility, we mapped three tiers of our PPE and apparel supply chain.

This mapping identified an additional 58 suppliers in Tiers 2 and 3 that are either resellers or manufacturers with whom Newcrest does not have a direct relationship. We performed additional due diligence on these 58 suppliers. One Tier 3 manufacturer in Asia required further review and their most recent third party audit outcome identified opportunities for improvement including in relation to overtime, although no modern slavery findings were identified.



We will continue to monitor and engage in relation to this supplier, including by looking for opportunities to use the leverage we have to encourage implementation of the improvement actions.

This assessment provided an opportunity to engage, influence and create greater awareness and shared responsibility in relation to ethical sourcing. The assessment has increased our confidence that our modern slavery risks in relation to PPE and apparel are low although we acknowledge that modern slavery may still be present despite no specific instances being identified and that other labour rights risks may exist. We will continue to screen our direct suppliers and identify mitigation actions as appropriate.

We identified tiers as:

Tier 1

Direct relationship with supplier via contract or purchase order agreement

Tier 2

Tier 1 supplier sources directly from Tier 2 supplier

Tier 3

Tier 2 supplier sources directly from Tier 3 supplier

Our approach to assessing and addressing our modern slavery risks

We have a cross-functional Modern Slavery Steering Committee which includes representatives from our Social Performance, Procurement, Legal, Risk and Compliance and Human Resources functions.

Governance and Policies

Overarching accountability for respecting human rights sits with Newcrest's Board of Directors. Performance and reporting accountability is delegated to the Executive Committee (ExCo), with responsibility sitting with the Chief People and Sustainability Officer. Cascaded managerial accountability extends to all senior leaders, with human rights risk management approaches reflective of function and geographic location. Our Social Performance function has responsibility for managing our overall human rights approach and supporting implementation across other functions and sites.

Our Social Performance function provides regular reports to the Board (quarterly) and our Executive Committee (monthly) on social performance and human rights issues, and updates are also provided on the implementation of our modern slavery workplan.

We have a cross-functional Modern Slavery Steering Committee which includes representatives from our Social Performance, Procurement, Legal, Risk and Compliance and Human Resources functions. This Steering Committee meets regularly to agree, monitor and drive implementation of our annual modern slavery continuous improvement action plan and the development of our Modern Slavery Statement. The Steering Committee also monitors and reports to the Board on developments in relation to human rights including modern slavery (for example, potential modern slavery legislation in Canada) and due diligence frameworks.

The following are the key policies that are relevant to our human rights approach, including our modern slavery risk management, which are supported by a range of internal standards and procedures. These apply to all our majority-owned and managed sites including exploration projects that we manage.



Code of Conduct

Sets out our expectations of personal and corporate conduct and the behaviour of our employees, contractors and other suppliers. It includes our commitment to respect the human rights of all stakeholders and our aspiration of being an industry leader in sustainable mining.

[Read more](#) ►



Human Rights Policy

Sets out our commitment to respect the human rights of all our stakeholders, and to seek to prevent or mitigate any negative impacts of our activities. Includes a specific commitment to not engaging in or condoning forced, compulsory or child labour, and to work to ensure that these are not present in our workforce or supply chain.

[Read more](#) ►



Sustainability Policy

Incorporates a commitment to respect the human rights of our employees, contractors, suppliers and community members.

[Read more](#) ►



Communities Policy

Outlines the principles that guide our engagement with communities. It includes a specific commitment to respect and protect the human rights of our host community members in all our own dealings with them.

[Read more](#) ►



Supply Policy

Requires human rights considerations (together with other risk management and sustainability commitments) to be incorporated into supplier selection and contract management.



Speak Out Policy

Sets out our commitment to fostering a culture of trust in an environment that encourages reporting of misconduct and unethical behaviour, including human rights related concerns, and providing protection to those who speak out.

[Read more](#) ►

Our Human Rights Policy was updated during FY21 to strengthen its alignment with the UN Guiding Principles and Modern Slavery Act. This included the incorporation of an express reference to modern slavery among other changes. The updated policy will support the strengthening of our approach to assessing and addressing modern slavery risks including by setting clearer expectations for employees, suppliers and other stakeholders.

These policy commitments are supported by standards and processes, which are discussed further in the sections below.

In relation to recruitment, we seek fair treatment and work conditions for all employees and expect our leaders to comply with detailed policies and procedures covering remuneration, recognition and reward, benefits and conditions, diversity and inclusion, workplace behaviour and fair treatment. As noted on page 8, we recognise a potential risk of exposure to child labour in PNG due to lack of reliable birth data. Applicants are screened in line with Newcrest recruitment processes to mitigate this risk.

We also recognise that bribery and corruption can undermine human rights and exacerbate modern slavery risks. Our [Anti-Bribery, Fraud and Sanctions Policy, Code of Conduct](#) and other related standards strictly prohibit activities involving bribery, corruption, unauthorised payments or exercising improper influence by all employees and contractors, and require compliance with applicable ABC laws wherever we conduct business.

Risk management

Newcrest’s overall approach to risk management is described in our Risk Management Framework, which is supported by a Risk Management Policy, Standard, and related Procedure. These are described further in our [2021 Corporate Governance Statement](#).

At a Group level, we have identified a number of material risks to the company which are discussed in detail in our [2021 Annual Report](#). A number of these material risks are relevant to modern slavery including “corporate culture and business conduct” which recognises that our reputation and license to operate are dependent on ongoing responsible, lawful and ethical business conduct. We have controls and systems in place to manage this risk area.

More specifically, our modern slavery risks are managed as part of our broader human rights commitments and approach, which applies to all our owned and controlled entities and managed assets.

“Our modern slavery risks are managed as part of our broader human rights commitments and approach, which applies to all our owned and controlled entities and managed assets.”



Risk assessment

Operations

We assess human rights risks in our operations in a number of ways. This includes undertaking social and environmental impact assessments at all our operational sites, which include certain human rights risks.

We also undertake risk based due diligence in relation to associates, third parties, entry into new jurisdictions, investments and counterparties to agreements including joint venture partners, which includes specific due diligence on human rights risks where appropriate. This is required by our Anti-Bribery, Fraud and Sanctions Policy which was updated during the year, and further documented in a new Business Integrity Standard. The Business Integrity Standard formally documents the integration of human rights risk into the due diligence we conduct on joint venture partners, associates, equity investments and recipients of donations and sponsorships, both prior to entering a new relationship with these parties as well as ongoing checks.

The due diligence process for joint venture partners, investments, agents, donations and sponsorships considers the third party's human rights-related policies and frameworks, legacy human rights issues and any ongoing human rights impacts. Additional due diligence is also conducted for high-risk parties in high-risk jurisdictions, usually with the support of external advisors.

We continue to consider additional ways we can strengthen our monitoring of and engagement with joint venture partners in relation to human rights risks.

Supply chains

Our Procurement function has developed a Supplier Risk Framework which includes supplier screening procedures, follow-up procedures for suppliers assessed as high risk, contractual requirements, and monitoring and compliance procedures. It was developed to manage a range of risks including business conduct (including bribery and fraud), risks to communities, the environment and human rights (including safety and modern slavery risks).

This is supported by our Procurement Standard which was updated during the reporting period. The update strengthened supplier due diligence processes and responsibilities, and provides that these will be reviewed through our internal assurance program.

As part of our supplier onboarding processes, all new suppliers are required to acknowledge our Supplier Performance Commitments. We conduct a due diligence review of new suppliers and their directors (including UN Security Council Sanction checks and a range of human rights related checks, that include modern slavery). In addition to new and ongoing supplier sanction screening, during the year we invested in media check screening. This technology provides alerts based on key word searches in media articles such as: worker welfare, basic living standards, excessive, overtime, bonded, child, labour, modern, slavery and human rights.

We intend to enhance this process in FY22 by developing a systemic mapping process to check new suppliers' jurisdictions against modern slavery "hot spots" (this activity was conducted manually during FY21 for the deep dive risk reviews).

As part of our market engagement process for more significant contracts, potential suppliers are subject to the processes outlined above and must also complete our Supplier Sustainability Questionnaire. The questionnaire includes a specific human rights section, which includes modern slavery risks. Responses are reviewed by the Procurement function and any concerns are followed up and escalated as appropriate with a determination made as to whether to use the supplier or not, and if using them whether to impose conditions or require an improvement plan.

Outside of our market engagement process, we continue to conduct additional screening of high risk suppliers, with risk based on a number of factors including human rights risk and spend. High risk suppliers are asked to complete our Supplier Sustainability Questionnaire with responses being reviewed and followed up as appropriate.

During the year we completed 94 assessments of existing and new high risk suppliers; 95% of our current high risk suppliers have now completed questionnaires. This work will continue in FY22, including the ongoing assessment of new suppliers. During FY21, no suppliers were assessed as having human rights "red flags".

Newcrest does not currently audit suppliers in relation to modern slavery risks. This remains under consideration as we continue to mature our supply chain due diligence approach.

Case Study

Developing a supplier improvement plan

During the reporting period, we conducted a tender for our gold refining activities.

A cross-functional selection committee, which included representatives from our legal, treasury, procurement, marketing and social performance teams, was established to oversee the process.

The tendering companies' approaches to human rights including addressing modern slavery were specifically considered in the responses, supported by an external legal review.

We awarded contracts to two suppliers. To ensure conformance with our supplier expectations, we ensured that each of the suppliers had appropriate policies and processes in place to assess and address their human rights risks, as well as documented plans for continuous improvement.

We are working collaboratively with the selected suppliers, sharing information and expertise to help strengthen their and our human rights approaches, including through quarterly management meetings and open, transparent communication.



"We are working collaboratively with the selected suppliers, sharing information and expertise to help strengthen their and our human rights approaches."

Requirements for third parties

Suppliers

Our [Supplier Performance Commitments](#) set out our expectations of all suppliers to Newcrest. Suppliers are required to acknowledge that they have policies and procedures in place to meet the expectations set out in our Human Rights Policy. The Supplier Performance Commitments also include specific expectations in relation to the prohibition of child labour, forced, bonded and involuntary labour, and respect for freedom of association. We updated our Supplier Performance Commitments during FY21 to strengthen their alignment with the UN Guiding Principles and Modern Slavery Act. The update included the incorporation of an express reference to modern slavery, strengthened our expectations in relation to freedom of association and wages and benefits, and introduced an expectation that suppliers establish and maintain an effective grievance mechanism.

Our standard supplier contract templates also contain human rights clauses, which require suppliers not to engage in conduct inconsistent with international human rights laws and standards as well as local laws in the countries in which they operate. They include specific clauses relating to child labour and forced, bonded and involuntary labour. During the year we updated the standard major contract templates to include a right to audit suppliers in relation to their compliance with our human rights expectations, which will be applied to new contracts in FY22. We also have the right to terminate a supplier contract for breaches of its human rights clauses including in relation to modern slavery issues, although to date we have not terminated a supplier contract on these grounds.

During the year, we reviewed our existing supplier contracts (including purchase orders) for the inclusion of our human rights clause. 69% of current supplier contracts included our human rights clause. The majority of the remaining 31% (none of which were high risk contracts) were initiated prior to the deployment of our standard human rights clause in 2017. We are looking at addressing this at the appropriate time (e.g. contract renewal). This review additionally covered major FY21 purchase order contracted spend at our Lihir operation and found 100% compliance with use of the standard human rights contract clause.

We also confirmed that the correct supplier contract templates are in place for ongoing use across all of our sites. In addition, we reviewed our agreements with recruitment agencies and labour hire firms to ensure appropriate modern slavery protections were in place.

Joint venture partners

Our Human Rights Policy states that we seek to work with joint venture partners who respect human rights. Our standard joint venture contract contains a human rights clause including our expectation that joint venture partners respect human rights. During the year, this was updated to specifically include modern slavery.

“Our standard supplier contract templates also contain human rights clauses, which require suppliers not to engage in conduct inconsistent with international human rights laws and standards as well as local laws in the countries in which they operate.”





“During FY21, we also launched a new human rights training program which incorporates awareness raising in relation to modern slavery.”

Training and capacity building

We have undertaken awareness raising and capacity building activities to support the embedding of our human rights approach including our commitments and actions on modern slavery.

When our updated Human Rights Policy was launched, it was announced to all employees on our internal news portal. We also launched a dedicated human rights page on our intranet which brings together a range of information and resources for employees on human rights including modern slavery, which includes our human rights governance architecture and internal contact people. In addition, we developed two sets of internal FAQs, one on the updated policy and human rights more broadly, and one specifically on modern slavery. These FAQs are intended to help build employees' understanding of human rights including modern slavery, our Human Rights Policy, our modern slavery approach, and the responsibilities of different roles in addressing our human rights including modern slavery risks.

During FY21, we launched a new human rights training program which incorporates awareness raising in relation to modern slavery. The training is provided in English and Spanish.

By the end of the reporting period, around 600 employees in roles with key responsibilities related to managing human rights, including modern slavery risks, had completed the training. This includes people in our human resources, security, health and procurement teams, and senior leaders including our Executive Committee.

The launch of our new training program also provided an opportunity to raise awareness of our human rights commitments more broadly with employees, through an internal news update.

At the end of the training, participants are requested to complete an assessment questionnaire which provides an indication of their understanding of the content covered. The questionnaire includes a specific question on modern slavery. We have also added a feedback survey.

All employees and embedded contractors are also required to complete Code of Conduct training at induction and then every two years. Security employees and contractors are required to complete additional human rights awareness training through our Security Code of Conduct. This is aligned with the Voluntary Principles on Security and Human Rights and emphasises both respect for the communities in which we operate and zero tolerance for human rights abuse.

As noted above, we recognise the links between bribery and corruption, and human rights risks. In FY21, 705 (out of 708) employees and embedded contractors who were identified to occupy high-risk roles undertook ABC training.

During FY21, we also developed an information sheet for suppliers on human rights including modern slavery, which reiterates our expectations of them and provides links to further information and resources, including our human rights training video. This will be provided to all existing high risk suppliers and all new suppliers throughout the second half of calendar year 2021.

Case Study

Launching our human rights training

During the year, we launched new human rights training which includes modern slavery content. Our Social Performance team shared some reflections from the process of developing and rolling out the training.

How did you develop the training program?

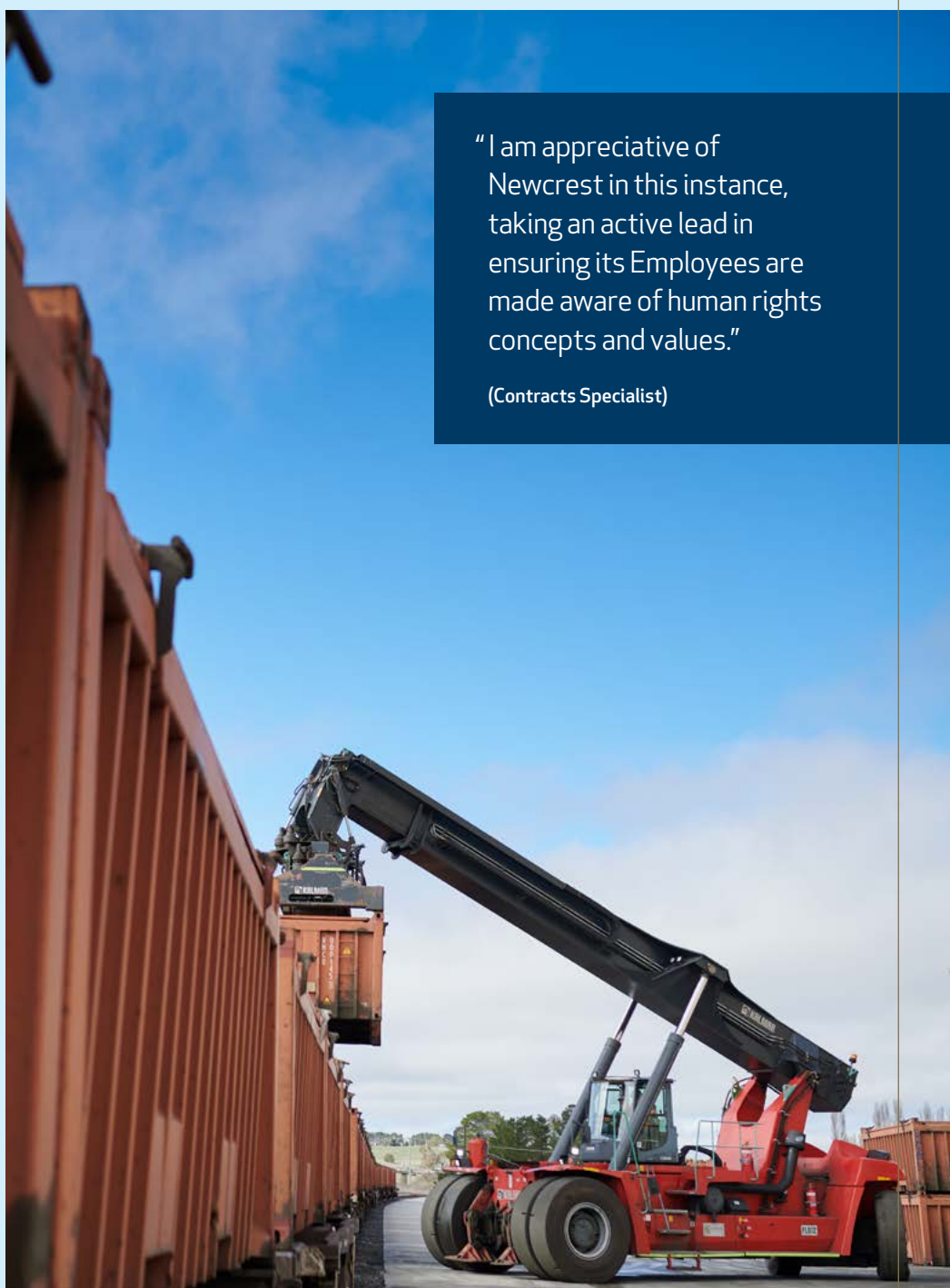
When we initially decided to introduce human rights training, we reviewed a number of 'off the shelf' programs. However, we considered that these were too generic to meet our aim of raising the appropriate levels of awareness and capacity across our business. Instead, we developed our training from scratch which allowed us to tailor it to our business and our operating contexts. We also included case studies drawing from our own real experiences that our people could relate to. It took a greater investment of time, but the end result was worth it.

How was the training rolled out?

Ahead of launching the training, we undertook a range of communications to reinforce the importance of human rights to the business and flag that the new training had the full backing of our leadership team. We also had a communications campaign aimed at all of our corporate, asset and training general managers as well as broader internal communications including the launch of a human rights portal on our intranet. Since launching the training, we have seen a positive response and strong completion rates.

Have you received any feedback?

We received informal feedback from people who have completed the training which has been positive. Further, people completing the training are now required to provide feedback. This is providing us with additional data on how people are responding to the training, and opportunities to continue to improve it over time. To date, over 88% of participants have indicated that they found the training informative and useful to their understanding of human rights and related risks within their operating context.



"I am appreciative of Newcrest in this instance, taking an active lead in ensuring its Employees are made aware of human rights concepts and values."

(Contracts Specialist)

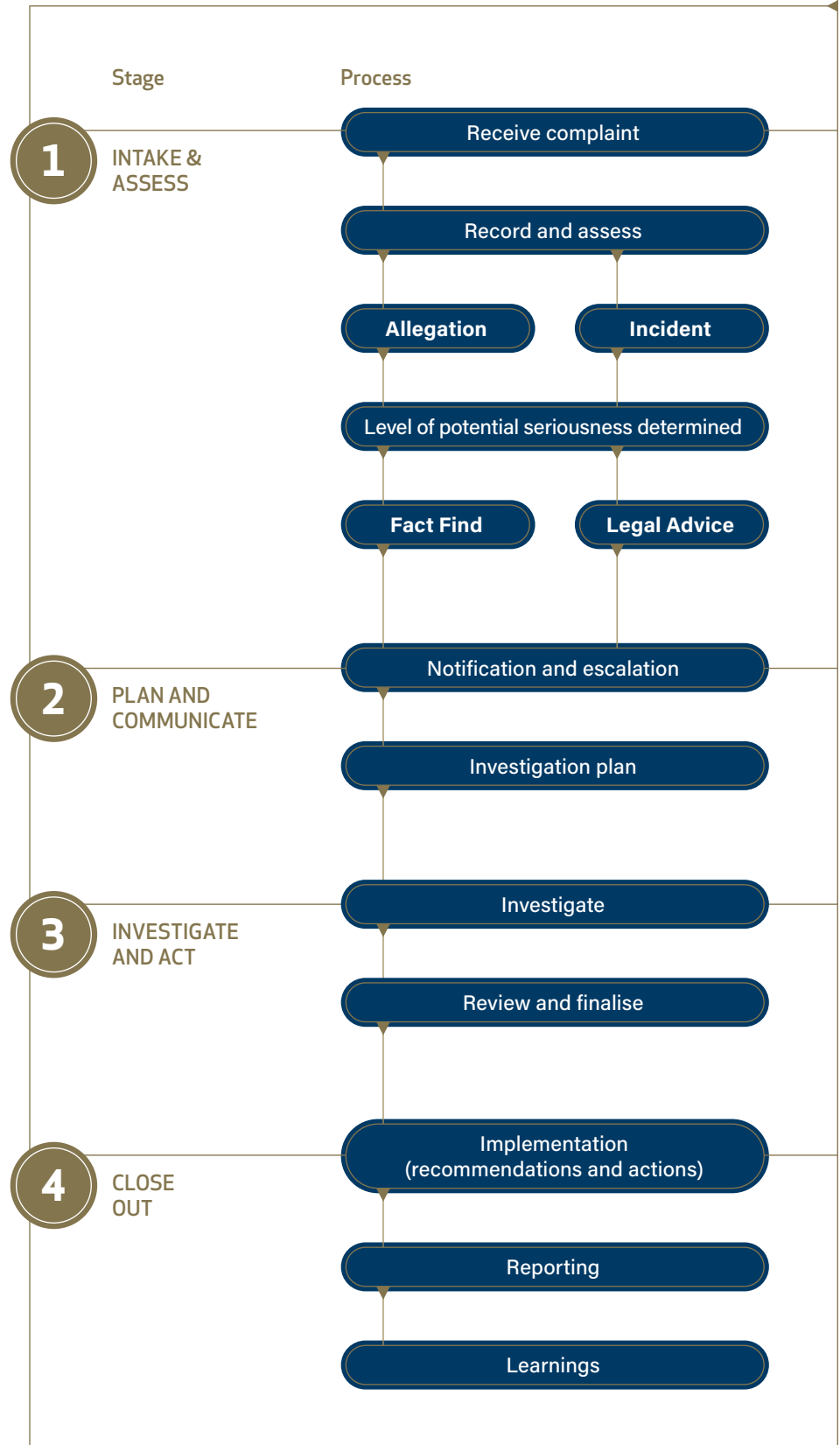
Remediation processes

We have a [Speak Out Policy](#), supported by our Speak Out Standard and procedures, which provide for a number of different channels, including an independent Speak Out hotline accessible by phone or website, to report confidentially and anonymously to encourage employees, contractors, ex-employees, officers, suppliers (including their employees) and relatives of those people to report concerns of unethical, illegal or any other inappropriate behaviour – including in relation to human rights – in good faith and to receive protection from any negative consequences that could otherwise result from their actions.

We raise awareness about our Speak Out Policy and Standard and hotline among employees, contractors and suppliers on our website, in induction training, on posters around our offices and sites, on our intranet and through Ethics and Compliance Champions at each of our sites. Our Supplier Performance Commitments also promote the hotline to suppliers.

During the reporting period, we reviewed the last 12 months of Speak Out complaints to analyse whether there were any human rights including modern slavery related complaints, or indicators (or “red flags”) for these types of complaints, that had not otherwise been categorised in human rights terms. No such complaints were identified. 85 reports were received through our Speak Out channels in accordance with the Speak Out Policy during FY21, of which 12 were substantiated or partially substantiated.

Investigation process



In addition to our Speak Out channels, our Social Performance Standard also requires each of our operating sites to have a grievance mechanism. The Standard is supported by our Community Concerns, Complaints and Grievances Guideline, which incorporates the UN Guiding Principles' criteria of effectiveness for non-judicial grievance mechanisms. Each site's grievance mechanism is tailored to the local context. For example, the grievance mechanism at Cadia uses digital platforms and mobile phone communications; at Lihir, in addition to these channels being available, we conduct regular face-to-face community engagement. During FY21 we established a global database to centralise the logging of complaints received through site level grievance mechanisms, which is intended to strengthen our understanding of and response to any trends or systemic issues that may be indicated by the complaints being received.

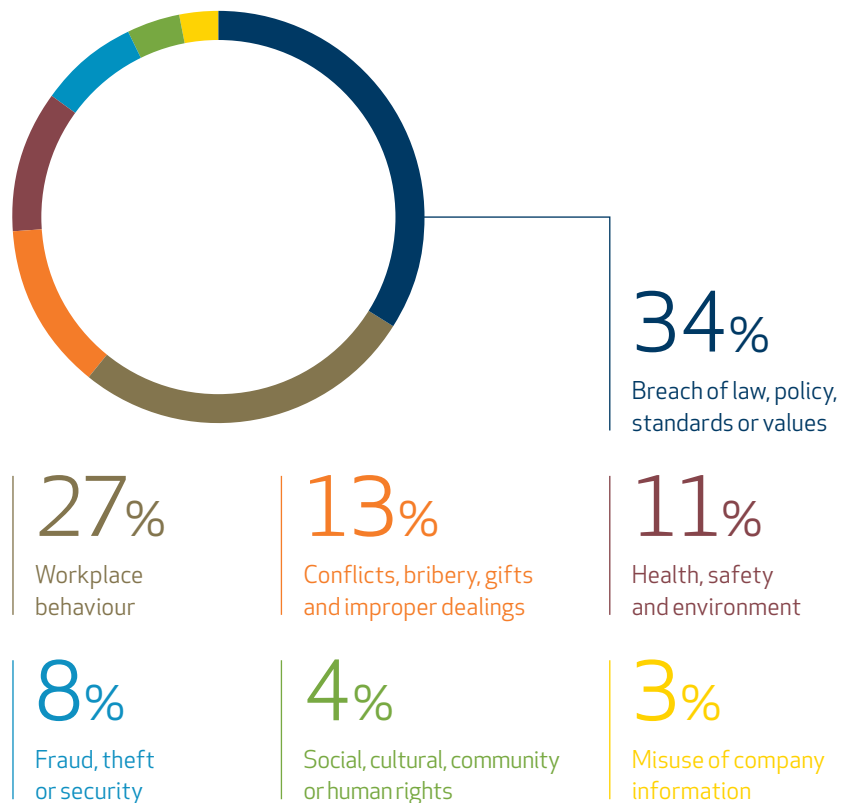
During FY21, we updated our Human Rights Policy to reflect our commitment to maintaining effective grievance mechanisms for stakeholders to raise complaints or concerns and, where we identify that we have caused or contributed to adverse human rights impacts, to providing for or cooperating in their remediation.

We also strengthened our Supplier Performance Commitments to include expectations that suppliers establish their own effective grievance mechanisms to consider, manage and remedy complaints. The information sheet for suppliers on human rights including modern slavery, which we introduced during FY21, reiterates this expectation and links to further resources. It also reminds suppliers that our Speak Out mechanism is available to suppliers and workers in the supply chain.

During the reporting period, we explored ways to raise awareness of our grievance mechanisms with potentially affected stakeholders, including suppliers and workers in our supply chain, and developed a series of actions which will continue into FY22. These include:

- developing a supplier information sheet on our updated Supplier Performance Commitments which will highlight our expectations around supplier grievance mechanisms and our Speak Out channels to suppliers and their workers;
- the provision of human rights training material to high risk suppliers which includes information about our Speak Out Policy, Standard and procedures; and
- other communications with high risk suppliers reminding them of our Speak Out channels (for example, our Supplier Sustainability Questionnaire).

Reports received via Speak Out channels during FY21 by category



Note: None of the reports in the "Social, cultural, community or human rights" category were human rights complaints.



We also took steps to ensure communities were still able to raise concerns, complaints and grievances during the COVID-19 pandemic. This included redirecting much of our in-person engagement with communities to digital and remote mechanisms to help protect the health of community members. For example, at Lihir, we have managed grievances on a case-by-case basis through email, phone calls and letters, with any in-person engagement being in line with the PNG Government's COVID-19 protocols and measures.

No modern slavery issues were raised through our Speak Out channels in accordance with the Speak Out Policy, or via our operational-level grievance mechanisms during the year. However, we recognise that this does not necessarily mean that no such issues exist, and we will continue to look for ways to strengthen the effectiveness of our mechanisms for the raising of human rights including modern slavery issues.

Progress against our FY21 commitments


The following table sets out our progress against the commitments we made in our [2020 Modern Slavery Statement](#).

● Target Met
 ● Progress made towards target
 ● Target not met

Commitments		Status	
 Governance and Policies	Updating our Human Rights Policy, Human Rights Audit and Performance Protocol and Human Rights Assurance Tool for greater alignment with the UN Guiding Principles and Modern Slavery Act.	●	Completed
	Developing a Human Rights Standard which will incorporate a process for cascading our human rights including modern slavery-related policies and processes through all owned and controlled entities.	●	During the year, we commenced a Group wide review of our standards. It was determined that human rights requirements would be embedded in existing standards rather than being contained in a standalone standard (to the extent those requirements are not already reflected in our standards)
	Strengthening our Supplier Performance Commitments and Supplier Sustainability Questionnaire in relation to modern slavery.	●	Completed
	Updating our standard supplier contract templates to include a right to audit suppliers in relation to their compliance with applicable modern slavery laws.	●	Completed
	Reviewing supplier contracts being used by sites and JVs.	●	Completed in relation to sites; review in relation to JVs to be completed in FY22
 Due diligence and risk assessment	Completing our assessment of existing suppliers that are 'critical' or 'high risk'.	●	Completed (although this is an ongoing process)
	Conducting deeper due diligence into key modern slavery risks areas in our supply chain, in particular PPE and other apparel which will include specific consideration of risks heightened by the COVID-19 pandemic, ocean freight and the supply of goods to Lihir, our operating site in PNG.	●	Completed in relation to PPE, ocean freight and cleaning providers; commenced in relation to supply of goods to Lihir (to be completed in FY22)
	Reviewing our implementation of human rights screening, the inclusion of human rights-related clauses in agreements and tracking of human rights clauses for JVs, investments and M&A; embed human rights including modern slavery more comprehensively into counterparty due diligence processes.	●	Completed
	Reviewing recruitment policies, standards and procedures to ensure key modern slavery-related risks are expressly covered; review agreements with recruitment agencies and labour hire firms to ensure appropriate modern slavery protections.	●	Completed

Progress against our FY21 commitments

● Target Met
 ● Progress made towards target
 ● Target not met

Commitments		Status	
 Training and awareness raising	Developing and rolling out human rights training across the company, which will include modern slavery content.	✔	Completed
	Building awareness of modern slavery with key personnel at Lihir including in the Procurement function.	✘	Delayed as a result of the COVID-19 situation in PNG and to allow for completion of deep dive risk review of Lihir local suppliers (to be completed in FY22)
	Developing internal Human Rights Guidance Document or FAQs which explains and provides guidance on the Human Rights Policy and related policies and processes for employees.	✔	Completed
	Identifying ways to raise awareness of our grievance mechanisms with potentially affected stakeholders.	✔	Completed
	Engaging with our joint venture partners for our managed and non-managed exploration projects in relation to the management of human rights including modern slavery risks.	✘	Planning for this activity commenced during FY21; to be completed in FY22
	Engaging with a group of external stakeholders for feedback on our 2020 Modern Slavery Statement and the company's modern slavery approach, and to provide input into our 2021 Modern Slavery Statement.	✔	Completed

Assessing the effectiveness of our approach

We consider that an effective response to modern slavery is one where our policies, processes and other actions identify the modern slavery risks in our value chain including any emerging risks, where we mitigate those risks, and where we respond appropriately to any instances of modern slavery or other labour exploitation issues that could lead to modern slavery which are identified (none of which have been to date).

Assessing the effectiveness of our actions to assess and address our modern slavery risks is an important element in helping us drive continuous improvement in our approach and supports us to understand what is and is not working and why. However, there are complexities and challenges in assessing effectiveness in this area. For example, the often hidden nature of modern slavery can make it difficult to accurately determine the full impact of actions and initiatives. We also understand that quantitative indicators used to measure effectiveness need to be carefully interpreted. For example, a low number of complaints received through a grievance mechanism may indicate either that potential modern slavery risks are being effectively addressed and prevented or, conversely, that the grievance mechanism has not effectively identified modern slavery incidents.

We recognise the importance of taking a cross-functional approach to assessing effectiveness, which incorporates lessons and knowledge sharing from across our business as well as feedback from external stakeholders where relevant. The following outlines the steps we have taken to assess the effectiveness of our approach, which inform ongoing improvements in our policies and processes.

We are committed to continuous improvement in our approach to human rights including modern slavery. We recognise that how we assess effectiveness is one area where we can further strengthen our approach, and during FY22 we will articulate a set of key performance indicators relating to human rights including modern slavery.

Key Highlights

~600
employees and contractors completed human rights training during FY21

>88%
of employees indicated that the training increased their understanding of human rights¹

¹ Based on employees completing training between 24 May (when the feedback survey was introduced) and 30 June 2021



113

Supplier Sustainability
Questionnaires completed
during FY21

21

SSQ responses followed up
for additional information

Reviews and audits

During FY21, our risk team commenced a review of our controls and management plan for assessing and addressing modern slavery risks in our supply chain as part of an internal assurance process (which was completed between the end of the reporting period and approval of this Statement). This process identified an opportunity to strengthen our training and awareness raising for procurement staff in relation to modern slavery. These staff have now completed our new human rights training, and we have further built awareness and capacity through sharing findings, feedback and lessons from our high-risk category deep dive risk reviews.

Due to disruptions caused by the COVID-19 pandemic, our normal human rights assurance reviews which are generally conducted at a corporate level and at selected operational sites each year to assess implementation of the commitments in our Human Rights Policy, were suspended in FY21. We focused instead on continuing to execute and close out recommendations from the assurance reviews undertaken in 2018 and 2019 including the development of further internal capacity in relation to human rights and strengthening our supply chain approach including in relation to modern slavery.

Planning commenced for Human Rights assurance reviews at Lihir and Red Chris operations in FY22 pending ongoing reviews of restrictions relating to COVID-19.

Our Human Rights Audit Protocol sets out the process for human rights assurance. The protocol also outlines a process for independent human rights audits to be conducted every three years. The first audit will be conducted in FY22.

During the reporting period, we updated our Human Rights Audit Protocol to strengthen its alignment with the UN Guiding Principles and Modern Slavery Act. Accordingly, future human rights assurance reviews and audits will specifically assess our approach to modern slavery.

Human rights training

We track the number of people who complete our human rights training. The training also includes an assessment questionnaire, which includes a specific question on modern slavery, which provides an indication of their understanding of the content covered. We also ask participants in the training for feedback. Further information is provided in the 'Training and capacity building' section on page 17.

Supplier due diligence

Our Procurement function tracks key data from its supplier due diligence processes to confirm that these processes are being implemented as required, including the number of suppliers that complete our Supplier Sustainability Questionnaire and the number of suppliers followed up for additional information. We maintain close dialogue with our suppliers, primarily through contract performance review meetings. These measures help to assess the effectiveness of our actions by helping us to understand if our processes and tools are being used which in turn provides a deeper picture of suppliers' risks which will inform the mitigation steps we take.

The Procurement function is also implementing an internal functional assurance program. During FY22, this will include a review of our supplier due diligence program.

Grievance mechanisms

We monitor and review complaints raised in accordance with our Speak Out Policy and site-level grievance mechanisms which helps to see any systemic issues and identify opportunities to strengthen our human rights approach. Internal audits are also conducted in relation to the management of Speak Outs in accordance with our Speak Out Policy and Standard, most recently during FY20. In FY21 we set ourselves a target to formally respond to all community grievances raised through our site-level grievance mechanisms within 30 days.

We continue to consider the development of specific key performance indicators (KPIs) to help us track the effectiveness of our human rights approach, including in relation to modern slavery. We recognise that certain KPIs, for example those that focus heavily on procurement cost reduction, can potentially increase human rights including modern slavery risks. Our procurement KPIs recognise that a range of risk management factors, including human rights risks, must be appropriately considered as part of our supplier evaluation and selection process before cost savings are focused on.

External feedback

During FY21, we engaged with a small number of civil society, investor and academia representatives who provided feedback on our 2020 Modern Slavery Statement and our modern slavery approach that it set out, as well as input into this Statement. We have incorporated a number of points of their feedback into both our modern slavery continuous improvement action plan and this Statement.

Consultation with owned and controlled entities



All our owned and controlled entities operate under Newcrest's Group policies and processes, including in relation to human rights.

Our internal consultation process involved writing to the Newcrest Directors of all our owned and controlled entities to ensure they are aware of our modern slavery related responsibilities and commitments and to provide an opportunity for review of and input into this Statement. We also engaged with the General Managers of each site to seek input into the Statement. We are currently working to strengthen our approach to engaging in an ongoing way with our exploration assets and joint ventures in relation to human rights including modern slavery.

Engagement and collaboration

Engagement and collaboration are critical to addressing human rights challenges including modern slavery.

We have a broad range of stakeholders which reflects the diversity of our operations, activities and industry. Our aim is to involve our stakeholders in decisions that affect them and to understand their point of view. To achieve this, we build and maintain open, inclusive and constructive relationships with all stakeholders.

We are members of the International Council of Mining and Metals, Minerals Council of Australia and World Gold Council. Each of these organisations' frameworks incorporates human rights expectations. We engage with peers and other stakeholders through these and other organisations such as the Global Compact Network Australia to learn from other organisations' experiences in tackling modern slavery and continuously improve our approach.

As noted above, during FY21 we also engaged with a small number of civil society, investor and academia representatives for feedback on our 2020 Modern Slavery Statement and our modern slavery approach, and to provide input into this Statement. We have incorporated a number of points of their feedback into this Statement and our actions.

During FY22 we will further consider our external engagement in relation to human rights including modern slavery to identify additional opportunities for collaboration. In particular, if the COVID-19 pandemic allows, it is our intention over the next two years to identify an opportunity to engage with civil society organisations in PNG in relation to the root causes of child labour.



Case Study

Supporting children to stay in school in New Ireland Province

Newcrest, in partnership with Kokoda Track Foundation (KTF), is investing in projects to support education and keep children in schools, which directly contributes to achieving the United Nations' Sustainable Development Goals and reduces the risk of child labour.

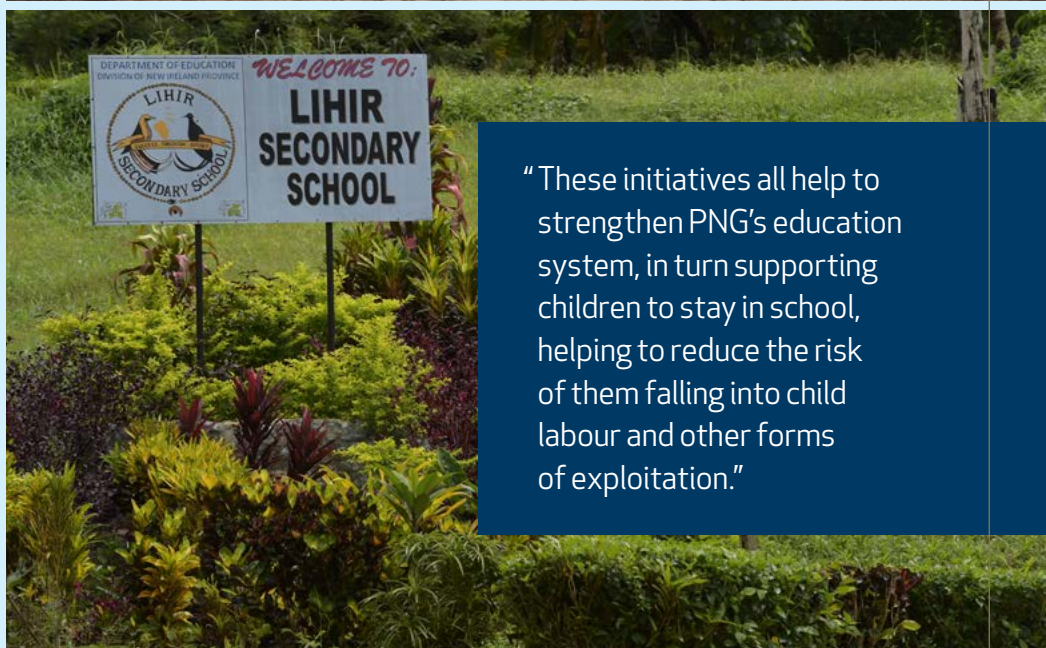
In 2016, KTF identified a significant number of partially-trained elementary school teachers across PNG who were collectively teaching thousands of children. In order to remain in the teaching profession, there was an urgent need for them to complete their training to avoid being exited from the profession and needing to start their teacher training again.

Newcrest responded to a request from KTF to address a funding gap in the program, Teach for Tomorrow, so teachers could complete their recertification and get back into the classroom to continue teaching. Newcrest's funding supported the program in the New Ireland Province.

The program also led to the establishment of a longer term, follow-up program, Teach for Tomorrow II, which provides teachers with ongoing professional development and mentoring, with key support provided in child protection, gender equity and inclusive education. This program also involved working with teachers and students to develop culturally appropriate books and resources for use in extremely remote schools.

Recently, Newcrest and KTF partnered on the delivery of hygiene supplies and communication to schools in PNG's New Ireland Province in relation to 'COVID-19 Niupela Pasin' ('New Normal') which aims to keep children and communities safe during the pandemic.

These initiatives all help to strengthen PNG's education system, in turn supporting children to stay in school, helping to reduce the risk of them falling into child labour and other forms of exploitation.



"These initiatives all help to strengthen PNG's education system, in turn supporting children to stay in school, helping to reduce the risk of them falling into child labour and other forms of exploitation."

Looking forward

We are committed to building on our work to date to further embed our human rights policies and processes across the Group, and to continue strengthening our management of modern slavery risks.

During FY22,
we will focus on:

- Strengthening the governance documentation suite for our supplier due diligence approach (standard, procedure, guideline and training material for improving process execution)
- Completing modern slavery deep dive risk reviews into local suppliers at Lihir (commenced during FY21) and third party labour services at Lihir
- Building awareness of modern slavery with key personnel at Lihir including in the Procurement function
- Completing our first independent third party human rights audit
- Conducting a risk assessment on grievance management processes at each site to identify opportunities to strengthen processes
- Continuing our actions to raise awareness of our grievance mechanism with key stakeholders including suppliers and workers in our supply chains
- Reviewing partners' and JVs' approaches to modern slavery risk management including reviewing managed JVs' implementation of Newcrest's modern slavery risk management framework
- Engaging with key stakeholders on our 2022 Modern Slavery Statement

Modern Slavery Act

Mandatory Criteria Index

Modern Slavery Act mandatory criteria	References in this Statement
Mandatory Criterion 1: Identify the reporting entity	Disclosure Notes, p. 2
Mandatory Criterion 2: Describe the structure, operations and supply chains of the reporting entity	Our structure, operations and supply chains, p. 4
Mandatory Criterion 3: Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls	Our modern slavery risks, p. 7
Mandatory Criterion 4: Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	Our approach to assessing and addressing our modern slavery risks, p. 12
Mandatory Criterion 5: Describe how the reporting entity assesses the effectiveness of such actions	Assessing the effectiveness of our approach, p. 23
Mandatory Criterion 6: Describe the process of consultation with any entities that the reporting entity owns or controls	Consultation with owned and controlled entities, p. 25
Mandatory Criterion 7: Any other information that the reporting entity considers relevant	Engagement and collaboration, p. 26 Looking forward, p. 28

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