



We work together

- 19 ➔ Workplace Behaviour
- 22 ➔ Inclusion and Diversity
- 24 ➔ Communities and Indigenous Peoples
- 26 ➔ Dealing with suppliers and third parties



Workplace Behaviour

Our working relationships are respectful, supportive and professional.

Any harassment, bullying or discrimination based on someone's ethnicity, race, religion, gender identity, sexual orientation, age, physical appearance or disability is unacceptable in our workplace.

This means at Newcrest there is no place for:

- **Harassment**, which is unwanted behaviour that someone finds offensive, intimidating or humiliating.
- **Sexual harassment**, which includes any unwelcome sexual advance, unwelcome request for sex or other unwelcome sexual behaviour. The test is whether a reasonable person, in similar circumstances, would expect the person harassed could be offended, humiliated or intimidated.
- **Bullying**, which is repeated verbal, physical, social or psychological abuse of a worker by someone or group of people.
- **Discrimination**, which is treating someone worse because of their ethnicity, race, religion, gender identity, sexual orientation, age, physical appearance or disability.

These behaviours can significantly impact someone's physical, emotional and psychological health. We don't accept any of these behaviours in our workplaces.

We educate and build our people's awareness of these behaviours and what harassment, sexual harassment and assault, bullying and discrimination means. This is so that our workplaces are safe and supportive for everyone.

Our Respect@Work program ensures we're:

- Keeping our people both physically and psychologically safe.
- Encouraging and supporting our people to speak up if they experience or witness disrespectful behaviour.
- Creating safe, inclusive and respectful workplaces.
- Aware of legal and cultural requirements.
- Continuing to positively influence what we believe about each other.
- Opening up the space for discussions on how we prevent sexual harassment and sexual assault.
- Including best practice and continually building in feedback from our people.

We're committed to providing you with a safe and respectful workplace, as everyone has the right to feel safe when they come to work.

Our expectations of our people

Each of us has a responsibility to:

- Be respectful of everyone at work.
- Actively make our workplace a psychologically safe place for everyone.
- Support and encourage each other to speak up and start a conversation when something doesn't feel right.

If you experience or witness sexual harassment, sexual assault, bullying or any other unacceptable behaviour at work, we want to know about it. We want Newcrest to be a safe place for you to feel comfortable to report it. We encourage you to use our Speak Out channels to do this or any of the other suggestions on the Respect@Work Intranet site.



Learn more

- [Inclusion and Diversity Policy](#)
- [Workplace Behaviour Standard](#)
- [Human Rights Policy](#)
- [Trupla Man, Trupla Meri \(PNG\)](#)

Who to contact for help

respectatwork@newcrest.com.au

Your line manager

Health and Safety

Security

People Business Partner

Group Manager, Respect@work

Employee Assistance Program

Speak with somebody or a leader you trust on-site

In practice

Scenario	Response
<p>Someone at work comes into my personal space and strokes my arm. I feel uncomfortable.</p> <p>What can I do?</p>	<p>If you feel safe to do so, let the person know you're uncomfortable and ask them to stop the unacceptable behaviour.</p> <p>If they don't stop and/or to report the incident speak to Health and Safety, Security, the People Team, your line manager or someone you trust on-site.</p> <p>Or make a confidential report via one of our Speak Out channels.</p>
<p>My manager and others in my team sometimes talk about me behind my back, use disrespectful nicknames to refer to me and call me rude names which upset me. When I object to the things I hear, they tease me and tell me not to be so "sensitive".</p> <p>What can I do?</p> <p>When I first arrived on site I overheard someone refer to me as "fresh meat". I felt extremely uncomfortable being referred to in this way, and it made me feel personally unsafe. It also made me question whether I could ever be truly valued and included in the company.</p> <p>Where can I go for help?</p> <p>My manager swears and communicates aggressively in team meetings, and I note that others in the team have also started doing the same. It makes me feel disrespected and undermined, and it has started to affect my and others' confidence – at work, and personally.</p> <p>Is this behaviour acceptable?</p>	<p>If you're experiencing unacceptable behaviours at work, please speak up and let us know. We're committed to providing you with an inclusive and safe workplace.</p> <p>If you don't feel safe raising this with your line manager or local People Business Partner you can report confidentially via our Speak Out Channels.</p> <p>Alternatively, you can speak to a member of your local Health & Safety team, a Speak Out Protection Officer, the Group Manager Respect@Work or someone you trust on-site who can assist you to report the matter via the appropriate channels.</p>

We do

Respect each other and actively strive for a safe and inclusive workplace.

Encourage and support our people to speak up when we witness or experience disrespectful or unacceptable behaviour.

Appreciate and support everyone at work, especially when they come from a different background to us.

Use social media and digital tools appropriately and respectfully of each other.

Create a safe and inclusive workplace where people feel comfortable to express their thoughts and ideas.

We don't

Accept unwelcome familiarity including touching, staring nor unwanted invitations to go on dates, requests for sex nor intrusive questions about someone's private life, body or gender identity.

Make jokes, insults or tease people about their gender, appearance, religion, sexual orientation, race or ethnicity.

Accept sex-based insults or taunts or sexually explicit emails or SMS text messages.

Distribute or display any inappropriate pictures, posters images or videos.

Belittle, bully or physically intimidate others.

Inclusion and Diversity

We know that our different backgrounds, perspectives and experiences makes Newcrest a better place to work and fosters high performance.

That's why inclusion and diversity are foundational to our vision, values and company culture. We recognise that creating an inclusive and diverse workplace will help us to find better ways to collaborate, innovate and deliver a high performing culture. Newcrest is being made stronger and more successful because of our inclusivity and diversity.

We actively focus on attracting, retaining and developing diverse teams and we work hard to make sure that everyone feels welcomed, safe and valued at Newcrest.

We want all employees to feel that they can be themselves at work. That you're valued for who you are; that you feel safe to speak up and contribute. We're committed to an environment where everyone feels they belong at Newcrest and are supported and empowered to succeed in their work and life.

Newcrest sets targets, measures and long-term aspirations for inclusion and diversity. We report on how our inclusion and diversity plans are progressing to our Board and to our stakeholders in our Annual and Sustainability Reports. We recognise that creating an inclusive and diverse workplace is everyone's responsibility and has benefits to all. We are committed to embedding inclusion into all aspects of our culture, driven by our leaders and our people, and impacting the workforce experience at Newcrest.

We're committed to maintaining a direct relationship with our employees. Employees have the right to choose whether to belong to a union and to have the union negotiate with Newcrest on your behalf. Newcrest supports local laws and international workforce labour agreements.

Our expectations of our people

Each of us has a responsibility to:

- Value and seek to understand the different backgrounds, experiences and views that our global workforce, partners, contractors and communities bring.
- Work together with people and communities who may have different backgrounds to us so we can find new ways to innovate and solve problems.
- Employ, promote and pay people based on their skills or performance rather than their ethnicity, race, religion, gender identity, sexual orientation, age, physical appearance or disability.
- Treat everyone with dignity and respect. Harassment, intimidation or bullying of any kind is unacceptable in our workplace.

Learn more

- ➔ [Inclusion and Diversity Policy](#)
- ➔ [Inclusion and Diversity Strategy FY21–FY25](#)
- ➔ [Workplace Behaviour Standard](#)

Who to contact for help

Your line manager

Your People Business Partner

Senior Advisor – Inclusion and Talent

In practice

Scenario	Response
<p>My manager dismisses my contributions in team meetings, and ignores my input in project decision-making. I also feel that they take credit for my work which I think is unfair. My confidence has been eroded and I don't feel appreciated or valued as a team member.</p> <p>What should I do?</p>	<p>These behaviours do not align with our values and are not inclusive, respectful or acceptable behaviour. Newcrest is committed to ensuring that you feel psychologically safe within the workplace, and that you are, and feel comfortable to speak up. We take this commitment very seriously. We care about our people and that means ensuring that our day-to-day behaviours are professional, supportive, inclusive and respectful.</p> <p>These types of behaviour should be reported to your line manager, if you feel comfortable doing so. Alternatively, you can raise such concerns with your People Team or confidentially, and anonymously if you choose, via our Speak Out channels.</p>
<p>My background is very different from the other people in my team. When we get together to make plans and decisions, I often see issues differently to the rest of my team. Yet I stay quiet because I don't want to rock the boat.</p> <p>Is this the right thing to do?</p>	<p>Newcrest is an ambitious global business. It's diverse thinking that'll help us achieve our goals.</p> <p>That's why Newcrest values your ideas and opinions.</p> <p>It's important that you contribute your views because a wide range of opinions helps Newcrest to make better decisions, solve problems and innovate.</p> <p>Your voice matters.</p>

We do

- Listen to others with empathy.

- Respect, value and include diverse experiences and backgrounds.

- Create work environments where everyone feels safe to speak up and contribute.

- Challenge and call out behaviour that may exclude or disrespect others.

- Show fairness and respect in all our work relationships.

- Encourage flexibility so that people's commitments, work and life goals are supported.

We don't

- Tolerate any type of discrimination, harassment or bullying.

- Turn a blind eye to behaviour that doesn't meet our standards of respect, safety and inclusion.

- Support behaviour, words or actions that exclude or dominate others at work.

- Make assumptions about someone's performance, potential or ability based on their ethnicity, race, religion, gender identity, sexual orientation, age, physical appearance or disability.

- Make jokes or comments about someone's gender, age, religion, race, ethnicity, sexual orientation, physical appearance or disability.

- Behave in a way that may be seen as offensive, insulting, intimidating, malicious or humiliating to others.

Communities and Indigenous Peoples

Our goal is to be the Miner of Choice for the communities we work with.

We recognise and value the culture, customs and traditions of these communities and work to achieve open and honest long-term, mutually beneficial partnerships.

We're committed to the Free, Prior and Informed Consent (FPIC) principle. This means we consult and engage with all communities that may be affected by our operations in an inclusive way based on good faith. So that communities can freely make decisions they're:

- told beforehand and given enough time to be involved in project decision making;
- fully informed about the potential impacts and benefits of our work; and
- able to either give or hold back their consent to a project.

We are focused on preserving and managing cultural landscape and cultural heritage resources. This includes Indigenous heritage, industrial heritage and historic heritage.

We work in partnership with communities and our approach is underpinned by FPIC, Newcrest policies and international performance standards.

We acknowledge Indigenous Peoples, both past and present, as the First Nation Peoples and custodians of the lands on which we work. We apply internationally recognised principles and practices in all our work with Indigenous communities. This includes engaging communities and people who may not be resident on lands but maintain connection to those lands. We respect the rights of Indigenous Peoples and their cultural heritage.

Our expectations of our people

Everyone at Newcrest, whether you're an employee or a contractor, must engage with all people and all communities respectfully, transparently and accountably. This includes respecting:

- rights and interests; and
- special connections to lands and waters located on lands traditionally owned by or under customary use of Indigenous and other peoples.

If it's your role, we expect you to use extensive engagement and consultation processes. This is to make sure Indigenous Peoples, communities and broader stakeholders can meaningfully participate in and support informed decision-making. We expect you to obtain the free, prior and informed consent of Indigenous communities, landholders and other communities about issues that affect them.

We expect everyone at Newcrest to:

- Understand the importance of cultural landscape and cultural heritage management to the people we work with and to Newcrest.
- Make sure you take every action to protect Indigenous, historic and industrial heritage.
- Understand the importance of recognising and upholding human rights in all the work you do with Indigenous and non-Indigenous communities.

Learn more

- ➔ [Communities Policy](#)
- ➔ [Indigenous Relations Policy](#)
- ➔ [Sustainability Policy](#)
- ➔ [Human Rights Policy](#)
- ➔ [Social Performance Standard](#)
- ➔ [Social Performance Guidelines \(Cultural Heritage, Human Rights, Indigenous Peoples and Stakeholder Engagement\)](#)

- ➔ [International Council on Mining and Metals \(ICMM\) Principles](#)
- ➔ [IFC Performance Standards 5, 7 and 8](#)
- ➔ [The Declaration on the Rights of Indigenous Peoples](#)

Who to contact for help

Your line manager

General Manager Sustainability and Social Performance

General Manager Exploration

In practice

Scenario	Response
<p>We're exploring a new site.</p> <p>Why do I need to do a cultural heritage survey?</p>	<p>Cultural heritage resources are important to the people we work with and to Newcrest.</p> <p>Surveys are essential to understanding where these resources are so we can avoid them and manage risks to the greatest extent we can.</p>
<p>I've been asked to work on a community project.</p> <p>Do non-Indigenous communities have cultural heritage?</p>	<p>Yes, all communities and people have cultural heritage and knowledge. Non-Indigenous heritage is often called historic heritage.</p>

We do

Follow laws, regulations and all voluntary commitments that we sign up to.

Compensate people whose lands, waters and assets are impacted by our activity.

Report openly and without delay on our social and sustainability performance.

Protect and manage cultural heritage resources in partnership with Traditional Owners, First Nations and landowners/holders. This includes Indigenous, industrial and historic heritage.

Exercise cultural sensitivity when engaging with both Indigenous and non-Indigenous Peoples and communities. There may be customs, values and rules that need to be followed so we don't offend.

Follow site land disturbance procedures before any ground work is carried out. Each procedure has cultural heritage requirements that must be met.

We don't

Disturb land without all the proper regulatory and company approvals in place. This includes the informed consent of Traditional Owners, First Nations and other impacted landholders.

Pay people for access to land outside of the compensation process or pay government officials to give us access.

Keep information to ourselves and only present the positive opportunities. We don't delay reporting issues and concerns.

Disturb Indigenous and non-Indigenous cultural heritage resources without getting all the permissions we require.

Go into a new community without carrying out proper cultural due diligence. This goes beyond cultural heritage and includes understanding values, norms and who the community leaders are.

Carry out activities on undisturbed land when an assessment hasn't been carried out.

Dealing with suppliers and third parties

We value our relationships with our suppliers and third parties and appreciate the role they play in helping us to achieve our goals.

Because their role is so important, we're committed to excellence in how we deal with third parties and suppliers.

As third parties may play a role in acting for Newcrest, they can impact our reputation. So we select third parties and suppliers that share our values and way of working.

Our expectations of third parties

Third parties have a responsibility to:

- Follow our Code of Conduct and Supplier Performance Commitments when working with us, or when acting for us.
- Follow the law and our way of working in the countries we operate in.
- Maintain the highest level of ethical behaviour and standards, notably if part of our supply chain.
- Actively support our supplier due diligence processes.

We're also committed to working with governments, their agencies and their employees in an honest, open and ethical way. This doesn't mean that we agree with government policies or approve of all government activities in the countries where we operate.

Our expectations of our people

If it's your job to work with our third parties, we expect you to:

- be aware of their behaviour and to call them out if they breach our Code of Conduct; and
- maintain the highest level of ethical behaviour and standards, most importantly if you work on our supply chain.

If you work with government, you must follow all laws that relate to your government relationships. When dealing with government and public officials, you need to assess any potential for bribery or corruption, conflicts or reputational risks for Newcrest.

Record the details of all contact with government or public officials. If you ask government or public officials or their employees to do work for Newcrest, record the terms and conditions.

Learn more

- [Procurement Policy](#)
- [Procurement Standard](#)
- [Business Integrity Standard](#)
- [Contract Management Process \(CMP\) manual and training](#)
- [Procurement Governance Guidelines](#)
- [Supplier Performance Commitments](#)

Who to contact for help

- Your line manager
- Head of Procurement
- Local Commercial Manager
- Ethics & Compliance Champions
- Group Manager Ethics & Compliance

In practice

Scenario	Response
<p>We're thinking of using a local specialist equipment supplier. We're doing our usual checks and the supplier isn't giving us all the information that we've asked for. I've asked several times and also offered to help them.</p> <p>This is the only supplier that said it would give us the equipment by the date that we need it.</p> <p>Should I use the supplier anyway even though our checks aren't complete?</p>	<p>We expect our suppliers to actively support our due diligence process. These checks protect Newcrest from the risks of sub-standard equipment, safety issues, breaches of our values and harm to our reputation.</p> <p>Do not take risks or shortcut checks of our suppliers. Seek advice from your line manager, commercial manager or Ethics & Compliance Champion.</p>
<p>We're conducting due diligence checks on a supplier we are proposing to use to supply tires. As part of this process we identify that the supplier has been involved in a number of bribery and corruption allegations, including fines imposed by ASIC, the Australian Regulator.</p> <p>What should I do?</p>	<p>This is a red flag and should be discussed with your line manager and brought to the attention of your Ethics & Compliance Champion.</p> <p>You'll be guided on further due diligence questions to consider and whether or not to engage the supplier, taking into consideration potential legal and reputational risks for Newcrest.</p>



We do

Comply with Newcrest's Procurement Policy and Standards.

Speak up if we see unethical behaviour in our supplier relationships or in their services.

Hold Newcrest and suppliers to account for what they say they'll do.

Conduct due diligence checks for potential legal or reputational risks for Newcrest.

Record our contact with third parties, including any terms and conditions.



We don't

Provide any supplier or potential supplier with an unfair advantage.

Try to get around Procurement or Delegation of Authority controls.

Knowingly take part in or tolerate unethical behaviour in our supply chains.

Give, offer, promise, or provide money (or anything of value) to third parties to wrongly influence their decisions.