



## Beyond the Mine

Newmont is committed to responsible mineral development that results in positive, sustainable change in the communities and countries where we work. This report presents our 2014 performance.



### Overview

**28,000**  
employees and contractors in seven countries

**8<sup>TH</sup>**

consecutive year on the Dow Jones Sustainability World Index

Set our  
**1<sup>ST</sup>-EVER**  
external sustainability targets in three key areas

Mining is a long-term business with commitments and investments that can span decades. How we manage social, environmental and political risks directly impacts our reputation and ability to create value.

### Ethics and Governance

**1<sup>ST</sup>**  
annual Conflict-Free Gold Report

annual  
Conflict-Free Gold Report

**6**

global policies state our intentions, aspirations and commitments across key aspects of our business

**15,000**  
suppliers play a critical role in our contribution to sustainable development

Our governance programs and systems guide our efforts to demonstrate professional integrity, comply with applicable laws and regulations, and manage risk effectively. Our employees bring our commitments to life through their daily actions.





# Chief Executive's Message

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Dear Stakeholder,

Newmont's purpose is to create value and improve lives through sustainable and responsible mining. This report covers what we did to improve our performance on both fronts – and against a backdrop of ongoing market volatility – during my second year as Newmont's President and Chief Executive Officer.

The safety and health of our people come first, and in 2014, we lowered our total injury rate by 17 percent to levels that are among the lowest in the mining industry. Despite this progress, our team suffered two tragic losses with the fatalities of Simon Donkor and George Ayamah at our operations in Ghana. The road to zero harm never ends, and some of the steps we took last year included launching a safety leadership coaching program for our supervisors, and leading collaborative efforts to prevent and contain the world's worst Ebola outbreak.

The gold sector faced ongoing headwinds in 2014, and we rose to the challenge by delivering steady gold production of 4.85 million ounces, while lowering our all-in sustaining costs<sup>1</sup> by 10 percent compared to 2013. We also improved the value and viability of our portfolio – both by selling non-core assets and by improving the cost and risk profile of our development projects. After 10 years of exploration and engagement, we broke ground on our newest mine, Merian, in partnership with the government of Suriname, which is a 25 percent stakeholder. We also broke through to the full depth of 2,050 feet at our Nevada Turf Vent Shaft.

Although Indonesia export issues were the subject of broad media coverage for much of the year – and ultimately forced us to shut down Batu Hijau for 10 weeks – both the ramp down and startup of our operations were executed safely and efficiently. We are now back up to full capacity and engaging with the new administration to reach our shared goal of maintaining steady operations.

Our people are dedicated to doing things right, and we refreshed our Code of Conduct and streamlined our policies and the way we express our values in 2014 to reflect the culture we want to maintain. I am proud that our employees reported industry leading engagement levels despite difficult decisions to streamline the organization. We have reduced our global workforce by more than 25 percent over the past two years to position Newmont for long-term success, but these reductions did not negatively impact our progress toward improving diversity. Female representation in executive ranks has increased across Newmont and national representation in leadership ranks has improved in Africa and South America.

We worked to improve the way we engage with stakeholders in host countries by doing a better job of listening to their concerns and explaining our business. In Suriname, we signed an agreement with the indigenous Pamakkan people that is aligned with the principles of free, prior and informed consent. In Ghana, the Ahafo Development Foundation was named Africa's best social impact investment vehicle by the European Union's African Chamber of Commerce. And in New Zealand, our commitment to community engagement and transparency helped us secure public consent to extend our underground Correnso mine beneath existing neighborhoods. These are great archetypes, but we don't always get it right. Building strong relationships and mutual understanding with our stakeholders is work that never ends.

Finally, we raised our environmental stewardship standards and practices in 2014. We are partnering with The Nature Conservancy on a Sagebrush Ecosystem Strategy in Nevada to conserve and rehabilitate habitat for a wide range of native species on more than one million acres of Company land. We also strengthened our approach to managing shared resources, like water and energy, and reclaiming land disturbed by mining.

Newmont has an important role to play as a catalyst for sustainable development – and an important commitment to fulfill in minimizing the negative impacts and maximizing the benefits of our operations. I appreciate your interest in our performance, and welcome your feedback.

Sincerely,



**Gary J. Goldberg**

President and Chief Executive Officer

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<sup>1</sup> All-in sustaining costs is a non-GAAP figure. For reconciliation to GAAP metrics, please see page 75 of our [2014 10-K report](#).



# Our Business

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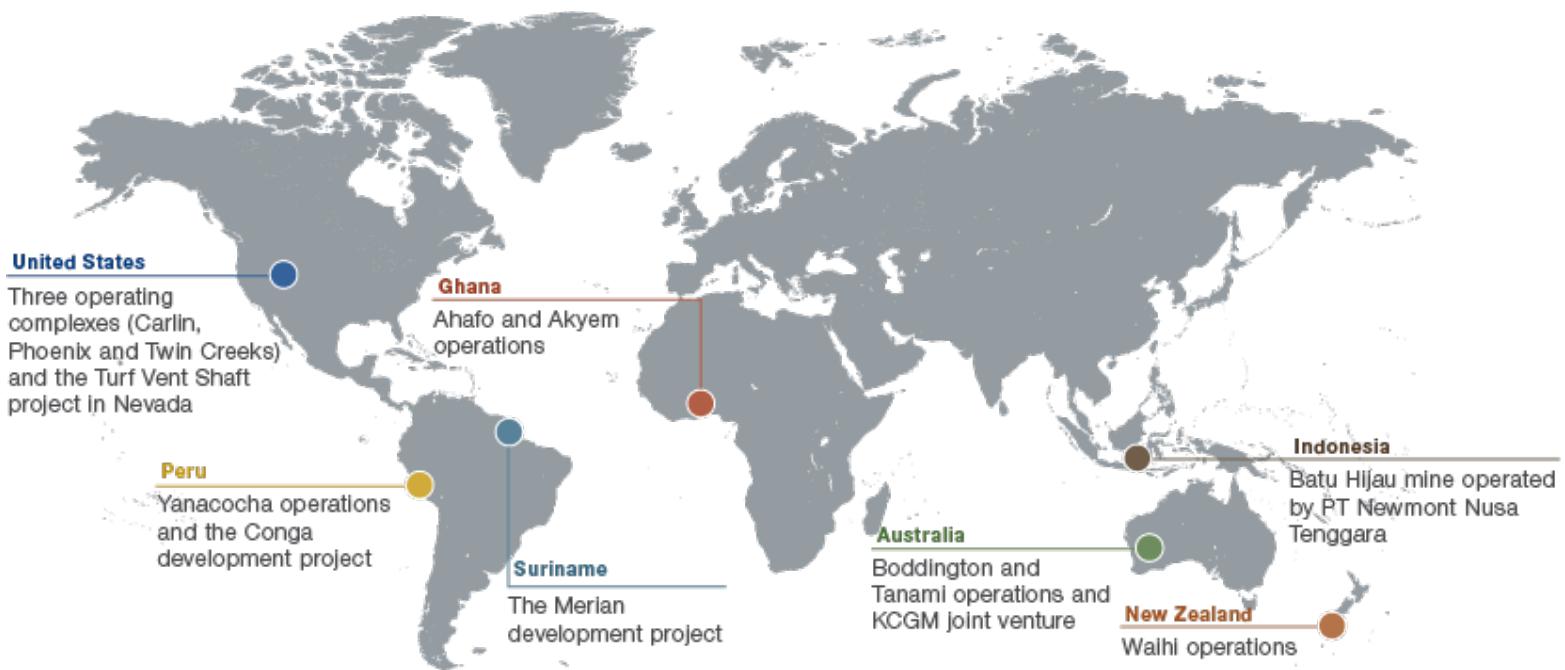
Newmont Mining Corporation (“Newmont”) is one of the world’s leading gold producers and an industry leader in safety and sustainability. The Company was founded in 1921 and has been publicly traded since 1925. Headquartered in Greenwood Village, Colorado, Newmont has approximately 28,000 employees and contractors who work at operations and development projects in seven countries around the world. Newmont is the only gold company listed in the S&P 500 index. In 2007, the Company became the first gold company selected to be part of the Dow Jones Sustainability World Index and has remained on the prestigious index every year since.

Newmont’s 100 percent-owned operating assets include the Boddington and Tanami mines in Australia; Ahafo and Akyem in Ghana; Waihi in New Zealand; and three operating complexes (Carlin, Phoenix and Twin Creeks) in Nevada.

Joint venture operations include KCGM in Australia (50 percent); Batu Hijau in Indonesia (effective economic interest of 48.50 percent); and Yanacocha (51.35 percent) and La Zanja (46.94 percent) in Peru.

Newmont’s optimized project and exploration pipeline consists of promising growth projects including the Correnso underground mine in New Zealand, the Merian project in Suriname (with 25 percent ownership by the government of Suriname) and the Turf Vent Shaft project in Nevada.

## Operations map



Our commitment to build a more successful and sustainable business is reflected in our Purpose, Mission, Vision and Values, which we refreshed in 2014. These articulate the path we will follow into the future and how we will conduct business along the way.

### Purpose

To create value and improve lives through sustainable and responsible mining.

### Mission

We transform mineral resources into shared value for our stakeholders and lead the industry in shareholder returns, safety, social responsibility and environmental stewardship.

### Vision

We will be recognized and respected for exceptional economic, social and environmental performance.

## Values

- **Safety** – We take care of our safety, health and wellness by recognizing, assessing and managing risk, and choosing safer behaviors at work and home to reach our goal of zero harm.
- **Integrity** – We behave ethically and respect each other and the customs, cultures and laws wherever we operate.
- **Sustainability** – We serve as a catalyst for local economic development through transparent and respectful stakeholder engagement and as responsible stewards of the environment.
- **Responsibility** – We deliver on our commitments, demonstrate leadership and have the courage to speak up and challenge the status quo.
- **Inclusion** – We create an inclusive environment where employees have the opportunity to contribute, develop and work together to deliver our strategy.

## Strategy

Guiding our approach to creating value for our stakeholders is our **overall business strategy**, the goal of which is to achieve first quartile shareholder returns through:

- *Securing the gold franchise* – by continuing to improve costs and efficiency while maintaining steady gold production and industry leading safety performance
- *Strengthening the portfolio* – by funding our best projects while maintaining positive free cash flow, and continuing to optimize our portfolio and growth options
- *Enabling the strategy* – by developing the capabilities and systems that create competitive advantage and effectively communicating our value proposition to employees, investors and other stakeholders

Five strategic pillars mark our path to capture gold sector leadership and give us the means to invest in and grow our business:

- *Health and safety* – continue the journey to zero harm and strengthen health and wellness programs
- *Operational excellence* – continue to improve technical standards, costs, earnings and our portfolio
- *Growth* – pursue our most promising projects, exploration prospects and M&A opportunities
- *People* – develop Newmont employees and leaders as well as a more diverse talent pipeline
- *Sustainability and external relations* – maintain strong social and environmental performance and improve water management, concurrent reclamation and stakeholder engagement

# Our Approach to Sustainability

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Newmont is committed to responsible mineral development that results in positive, sustainable change in the communities and countries where we work. Mining is a long-term business with commitments and investments that can span decades. As the social, environmental and political risks become increasingly complex and significant, how we manage these risks directly impacts our reputation and ability to create value, not only for shareholders but also other stakeholders.

## Our Sustainability Strategy

### How sustainability fits into the mine lifecycle



Our sustainability strategy guides a proactive and systematic approach in order to, first and foremost, understand and manage social and environmental risks throughout the mine lifecycle.

This strategy is aligned to the three primary elements of our business strategy:

### Securing the gold franchise

The value that Newmont derives from mineral resources and our ability to extract and process them are dependent on obtaining and maintaining legal and social licenses to operate. Our sustainability strategy delineates where accountabilities and responsibilities reside, and provides an organizational framework for ensuring that human and financial resources are allocated effectively.

The foundation of securing the gold franchise is strong performance on the ground. In addition to meeting legal obligations, this means developing and implementing technical and issue-specific strategies to manage environmental and social risks, and having minimum performance standards fully

understood and implemented across all operations and projects. This requires consultation and an inclusive process for developing strategies and standards, competent people in specialist functions to help with implementation, and leaders who understand the importance of strong social and environmental results and can create the culture required to achieve them throughout their organizations.

## **Strengthening the portfolio**

Building a portfolio of long-life, lower-cost gold and copper assets requires having capable and proactive people in the right roles, and systems and processes that are fit for purpose. Discipline and rigor are required in evaluating potential prospects and adequately assessing the inherent social and environmental challenges, risks and opportunities.

For example, greenfield opportunities in a new jurisdiction require a thorough understanding of the social and political landscape in order to plan for the risks that will need to be managed and the stakeholders who will need to be engaged. Assessing key factors – including employment and infrastructure; the accuracy of baseline social and environmental assessments and the feasibility of mitigation plans; and the status of essential permits for land, water, construction and operation – is essential to determining both project value and viability.

Acquiring mature assets also requires an in-depth understanding of the environmental and social legacies and the magnitude of financial and reputational liabilities that will need to be managed, as well as their economic impact. And when divesting non-core assets, buyer interest and asset valuations are likely to be greater if the social and environmental risks and legacy issues have been effectively managed.

## **Enabling the strategy**

The third platform of our business strategy – enabling the strategy – requires effective management of both current and emerging sustainability and external relations threats and opportunities. This requires:

- Clear direction and strategic intent
- A framework for implementation and realistic plans
- A capable and motivated team
- Leaders who visibly and consistently demonstrate their understanding and commitment
- A comprehensive communications plan

# Sustainability framework

Our sustainability framework supports implementation of the strategy and links its elements together:



Over the past two years, we worked to upgrade our sustainability capabilities, systems and standards and have implemented or developed comprehensive global strategies to improve our performance in areas – such as water, climate change and human rights – that are important to our business and to our stakeholders.

## Strategic Imperatives

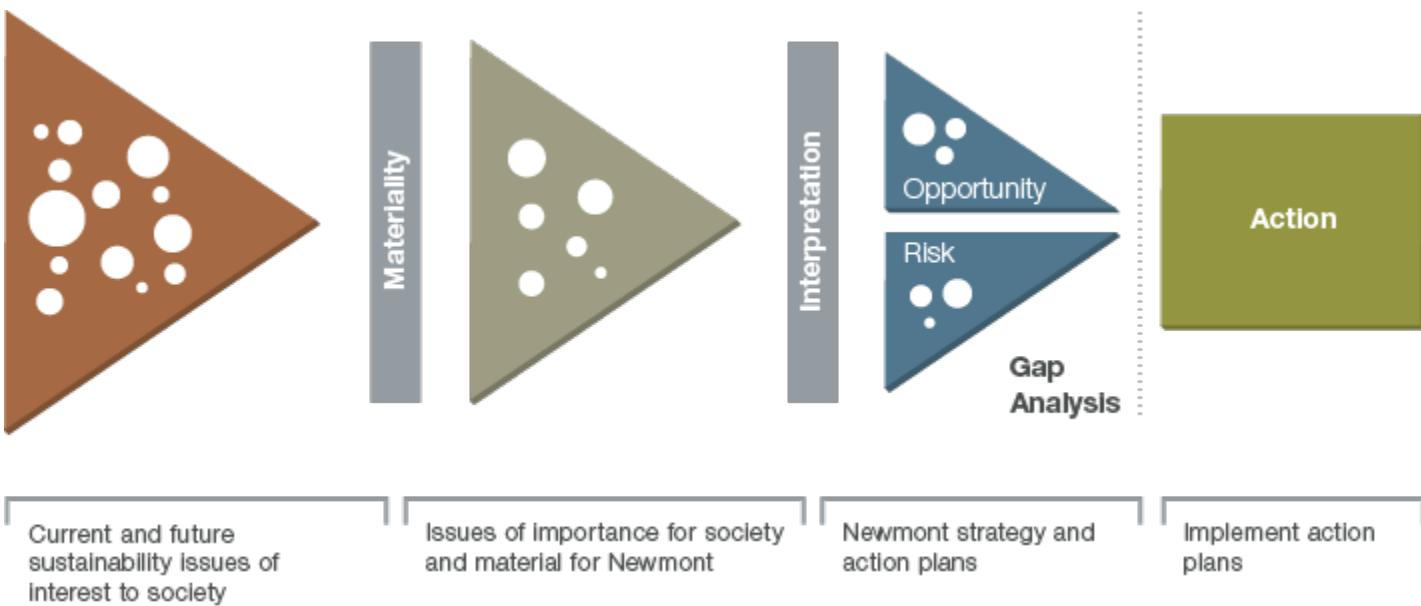
Three strategic imperatives drive the programs necessary to deliver on our sustainability strategy:

- *Performance* – Achieving industry leading performance in environmental protection, mitigation and rehabilitation, community engagement and long-term shared value creation is the foundation of the strategy. In 2014, we updated our social and environmental standards; formed communities of practice; and enhanced auditing and external reporting practices to drive improved performance.
- *Social acceptance and reputation* – The support of host communities and regional, national and international stakeholders is crucial for our success. Over the past year, we strengthened diligence

around complaints and grievances (C&G) and developed a human rights strategy, standard and training program.

- *Risk management* – Effectively identifying and managing social, environmental and political threats and opportunities is necessary to optimize decisions and resource allocation and deliver on our plans and strategies. In 2014, we implemented a global water strategy and comprehensive country risk program. We also initiated development of an Indigenous Peoples Standard to provide guidance on the treatment of indigenous peoples and the requirements around free, prior and informed consent (FPIC).

### Materiality assessment process



## Our Priorities

To better understand the issues that are most important – or material – to the business and our stakeholders, in 2013 Newmont commissioned external experts to conduct a materiality assessment. The assessment tested the relative importance of more than 50 sustainability issues, sourced from a number of leading indices and organizations.

The assessment asked more than 30 internal and nearly 70 external stakeholders across four regions to weigh in on the relative importance of each of these issues.

Globally, the top five issues for Newmont and our stakeholders align in three areas – economic performance, water withdrawal, and local community development. External stakeholders rank employment and indirect economic impacts as their other priorities, while internal stakeholders prioritize occupational health and safety, and stakeholder engagement and consultation.

These findings are aligned with the priorities we cover in our 2014 sustainability report:

- **Our People** – attracting, retaining and developing our people; building a more diverse talent pipeline and inclusive workplace; embedding a culture of sustainable safety, with the ultimate goal of eliminating all workplace injuries and illnesses; and improving the health and wellness of our workforce
- **Economic and Social Performance** – creating value for shareholders and other stakeholders; building and maintaining respectful, mutually beneficial relationships with stakeholders; and serving as a catalyst for sustainable economic development everywhere we operate
- **Environmental Stewardship** – minimizing and mitigating the impact of our operations on water, land, air quality, climate and biodiversity and exploring opportunities to work with stakeholders on systemic solutions to address complex environmental challenges

We also understand that business and stakeholder priorities shift over time, so a follow-up materiality assessment is planned for 2015.

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#### **How this report aligns to material issues**

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## Targets

Setting well-defined targets is one element of our implementation framework. Targets support our commitment to transparency; improve our ability to manage risks; and provide real insight into what has worked – and what hasn't.

We engaged in a consultative process in 2014 to develop external targets for [complaints and grievances](#), [water management](#), and [closure and reclamation](#). The targets address some of the more critical areas of our business and encourage near-term management as well as long-term planning.

## Complaints and grievances (C&G) targets

Year	Target definition	Target for sites	Target for Newmont
<b>2015</b>	Percent of Tier 1 C&G (defined as those that can be resolved between Newmont and complainants without the need for external mediation and/or legal proceedings) closed in a 30-day period	<b>87 percent</b>	
<b>2016</b>		<b>90 percent</b>	<b>100 percent</b> achievement of site targets
<b>2017</b>		<b>93 percent</b>	

## Water targets

Year	Target definition	Target for sites	Target for Newmont
<b>2015</b>	Implementation of the Water Accounting Framework (WAF)	Complete a WAF	<b>100 percent</b> of sites to have completed a WAF
<b>2016</b>	Percent implementation against the sites' Water Strategy Action Plans	Complete <b>100 percent</b> of actions and achieve <b>80 percent</b> of water targets established in the site Water Strategy Action Plan	<b>100 percent</b> of sites complete their action plans for the year and achieve their water targets (80 percent in 2016 and 90 percent in 2017)
<b>2017</b>		Complete <b>100 percent</b> of actions and achieve <b>90 percent</b> of water targets established in the site Water Strategy Action Plan	

## Closure and reclamation targets

Year	Target definition	Target for sites	Target for Newmont
<b>2015</b>	Development of a Concurrent Reclamation Plan that identifies total area to be reclaimed each year	Concurrent Reclamation Plan developed and approved	All sites complete a Concurrent Reclamation Plan
<b>2016</b>	Percent of concurrent final reclamation activities executed against the site plan	<b>80 percent</b> of Concurrent Final Reclamation Plan achieved	<b>80 percent</b> of planned reclamation activities achieved across Newmont
<b>2017</b>		<b>90 percent</b> of Concurrent Final Reclamation Plan achieved	<b>90 percent</b> of planned reclamation activities achieved across Newmont

# Stakeholder Engagement

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We recognize that our stakeholders – who we consider to be any person or organization influential to our success or potentially impacted by our activities – are increasingly interested in our approach and performance in managing the social, environmental and economic aspects of our business.

We are committed to ongoing and honest dialogue; transparent, timely and fact-based communications; and the consideration of stakeholder views in our decision making. These elements are critical to building trusted relationships based on mutual respect and to managing risks present in our business.

While specific interests and concerns vary by region and stakeholder groups, our approach to engaging with our main stakeholder groups to better understand their interests and concerns is globally consistent as illustrated in the following table.

## Stakeholder engagement

Stakeholder group	Key topics and areas of interest	Our approach to engagement and addressing topics and areas of interest
Employees (including unions)	<ul style="list-style-type: none"><li>Safe and healthy work environment</li><li>Strategy and direction of organization</li><li>Workplace diversity and inclusion</li><li>Wages, benefits, recognition and commitments</li><li>Opportunities for career advancement and/or development</li><li>Workplace agreement terms and conditions</li><li>Responsible business practices</li></ul>	Conversations between managers and employees, performance feedback, engagement surveys, town hall meetings, employee communications, company intranet, collective bargaining/contract negotiations, Vital Behaviors and Safety Leadership Coaching programs, training and development programs  For more information, visit <a href="#"><u>Our Workplace</u></a> and <a href="#"><u>Workforce Rights</u></a>

Stakeholder group	Key topics and areas of interest	Our approach to engagement and addressing topics and areas of interest
Suppliers/ contractors	<ul style="list-style-type: none"> <li>● Financial and operating performance</li> <li>● Safe and healthy work environment</li> <li>● Contract terms and conditions</li> <li>● Business opportunities</li> <li>● Responsible business practices</li> <li>● Innovation</li> <li>● Operating efficiencies</li> <li>● Strong partnerships</li> </ul>	<p>Meetings and personal communications, global and regional supplier summit conferences, local content partnerships, social responsibility partnerships, participation in contractor safety programs and continuous improvement initiatives</p> <p>For more information, visit <a href="#"><u>Supply Chain Stewardship and Local Employment and Business Opportunities</u></a></p>
Governments and regulatory bodies	<ul style="list-style-type: none"> <li>● Taxes and royalties</li> <li>● Jobs</li> <li>● Infrastructure</li> <li>● Contribution to national and local socio-economic development priorities</li> <li>● Environmental stewardship</li> <li>● Regulatory and legal compliance</li> <li>● Compliance with mining license</li> <li>● Government regulations and permitting</li> </ul>	<p>Meetings and personal communications, responses to requests for information, participation in events and forums, collaboration on government/industry campaigns and programs, regulatory filings, tours of operations and site visits</p>

Stakeholder group	Key topics and areas of interest	Our approach to engagement and addressing topics and areas of interest
Shareholders, investors and analysts	<ul style="list-style-type: none"> <li>● Financial and operating performance</li> <li>● Share price performance</li> <li>● Dividend payments</li> <li>● Balance sheet strength</li> <li>● Reserves and resources</li> <li>● Safety, health, environmental and social performance</li> <li>● Reputation and ethics</li> <li>● Government regulations and permitting</li> <li>● Mergers, acquisitions and divestments</li> </ul>	<p>Annual and quarterly reports, regulatory filings, annual general meeting, investor road shows, mine site tours, analyst days, regular meetings and communications via telephone, email, website and mailings</p>
Host communities	<ul style="list-style-type: none"> <li>● Safe and healthy operations</li> <li>● Jobs and local business opportunities</li> <li>● Community investment</li> <li>● Environmental stewardship</li> <li>● Access to education and skills development</li> <li>● Infrastructure</li> <li>● Transparency in distribution of direct and indirect contributions</li> <li>● Reputation and ethics</li> </ul>	<p>Meetings and personal communications, participation in social and environmental assessments, complaints and grievances mechanisms, forums, conferences, site visits, surveys, community development committees and boards, socio-economic programs, foundations and trusts</p>
		<p>Visit <a href="#">Community Relationships</a> for more information</p>
Non-governmental organizations (NGOs), multinational organizations and civil society	<ul style="list-style-type: none"> <li>● Transparency and accountability</li> <li>● Governance</li> <li>● Social performance</li> <li>● Human rights and free, prior and informed consent for indigenous peoples</li> <li>● Environmental stewardship</li> <li>● Shared value creation</li> </ul>	<p>Meetings and personal communications, participation in multi-stakeholder initiatives, partnerships, social/community/other assessments, forums, conferences, questionnaires, participation in thought-leadership panels and advisory councils</p>

Stakeholder group	Key topics and areas of interest	Our approach to engagement and addressing topics and areas of interest
Media	<ul style="list-style-type: none"> <li>● Financial and operating performance</li> <li>● Health and safety performance</li> <li>● Community and social performance</li> <li>● Environmental stewardship</li> <li>● Government regulations and permitting</li> <li>● Mergers, acquisitions and divestments</li> </ul>	Meetings, communications via phone and email, interviews, company website, press releases, regulatory filings, presentations, publications, mine site visits and social media channels
Peers and industry associations	<ul style="list-style-type: none"> <li>● Safe and healthy operations</li> <li>● Responsible business practices</li> <li>● Environmental stewardship</li> <li>● Collaborating with peers, via industry forums such as the International Council on Mining and Metals, on sustainability issues and policy positions</li> <li>● General knowledge sharing on lessons learned and best practices</li> </ul>	Meetings and personal communications, active participation as members and on Board or other leadership assignments, conferences, engagement through business bodies and <b><u>industry-wide initiatives</u></b>



# Voluntary Commitments

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Newmont participates in the following organizations and initiatives to inform our sustainability programs and improve our performance.

## International Council on Mining and Metals (ICMM)

### Sustainable Development Framework

As a founding member, we commit to implementing and reporting on ICMM's 10 Principles for Sustainable Development, which cover corporate governance, environmental stewardship and community engagement.



## United Nations Global Compact

The United Nations Global Compact promotes responsible corporate citizenship and a collaborative approach to forging a more sustainable and inclusive global economy. We report our progress toward implementing the 10 Global Compact Principles in this report. We also participate in the United Nations Global Compact LEAD Program, which promotes adoption of the Blueprint for Corporate Sustainability Leadership.



United Nations Global Compact

## Voluntary Principles on Security and Human Rights (VPSHR)

This global initiative seeks to protect human rights through leading safety and security practices. Signatories include the governments of the United States, the United Kingdom, Norway and the Netherlands, and other industry and NGO participants. Newmont reports on our efforts to implement and promote the principles on a regional basis every year.



International Organization for Standardization –  
Environmental Management System Standard ISO

14001

ISO 14001 standards require effective controls and a systematic approach to setting and achieving improvement targets. All our operations' environmental management systems are certified to ISO 14001 standards, with the exception of Akyem in Ghana. Akyem commenced operations in late 2013 and is preparing for an ISO 14001 external certification audit in 2016.



Occupational Health and Safety Audit System 18001  
(OHSAS)

Newmont's standards align with OHSAS requirements for occupational health and safety management systems and call for independent verification.

Carbon Disclosure Project (CDP)

The CDP works with corporations and shareholders to disclose major corporations' greenhouse gas emissions. Newmont has participated in the CDP's annual questionnaire related to greenhouse gas emissions since 2007 and in its Global Water Report since 2012.



International Cyanide Management Code (ICMC)

In 2005, Newmont became one of the first signatories of the ICMC, which aims to improve the safe transport, storage and use of cyanide to protect human health and reduce the potential for environmental harm. Signatories commit to upholding ICMC's principles and standards and to commissioning independent audits. In 2014, eight of our 11 active operations that use cyanide were certified as compliant. In early 2015, the International Cyanide Management Institute (ICMI) recertified the Yanacocha and Ahafo operations and certified the Akyem operation. In 2015, we will begin the certification process at the Emigrant operation to align with our other Carlin facilities in Nevada.



## Partnering Against Corruption Initiative (PACI)

Newmont is a founding member of the World Economic Forum's PACI. We do not tolerate bribery or corruption, we require training based on PACI principles for the employee base most likely to encounter bribery or corruption risks, and we adhere to even more stringent U.K. Bribery Act requirements.



## Extractive Industries Transparency Initiative (EITI)

Newmont is actively involved in EITI's efforts to promote transparency in how governments spend revenues received from extractive industries, and we also support the initiative by reporting our tax and royalty payments annually.



## World Economic Forum (WEF) and its Responsible Mineral Development Initiative (RMDI)

Newmont is an active member of the WEF and has been an active member of the RMDI since it was established in 2010. The RMDI seeks to better understand the challenges of sustainable mineral development and to identify and pilot potential solutions to address these challenges.

## Publish What You Pay

This coalition of international NGOs calls for the mandatory disclosure of payments that members of the extractive industry make to governments to develop a country's natural resources.



## Global Reporting Initiative (GRI)

Our 2014 global sustainability report was compiled in accordance with GRI G3 guidelines and reviewed by an independent assurance company with the goal of achieving an A+ GRI rating. We will follow the G4 framework for our 2015 report.



## Global Sullivan Principles of Social Responsibility

Newmont upholds the Sullivan Principles as part of our efforts to protect human rights and promote social justice and economic opportunity.



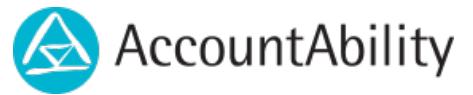
## World Gold Council (WGC)

The WGC promotes responsible mining practices across the gold industry. Our Conflict-Free Gold Standard and our approach to reporting all-in sustaining costs are largely informed by guidelines and standards developed by the WGC and its member companies.



## AccountAbility's AA1000 Assurance Standard

This standard is built to improve how companies manage, report and continuously improve their sustainability performance.





# Indices and Awards

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## Corporate Awards and Recognition

### Dow Jones Sustainability World and North America Indices

In 2014, Newmont was named to the Dow Jones Sustainability World Index for the eighth consecutive year and received silver class distinction in the metals and mining sector. DJSI World tracks the performance of 2,500 leading companies worldwide, independently evaluating their long-term economic, environmental and social performance. The top 10 percent of performers are selected from among 59 industry groups.

### Corporate Salute Award from Colorado Women's Chamber of Commerce

Newmont was one of only six publicly traded companies in Colorado honored by the [Colorado Women's Chamber of Commerce](#) for having at least three women on their boards (women comprise 33 percent of Newmont's Board of Directors).

### DiversityFIRST Award

The [National Diversity Council](#) also presented Newmont with the DiversityFIRST Award in recognition of our efforts to [cultivate and promote diversity](#) and foster a more inclusive work environment.

## Site Awards and Recognition

Overall winner of 2014 Surface and Underground Mine Emergency Response Competitions  
Kalgoorlie Consolidated Gold Mines (KCGM) took top honors at both the Chamber of Minerals and Energy (CME) of Western Australia's Surface Mine Emergency Response Competition in May and the Underground Mine Emergency Response Competition in October. The competitions tested teams' emergency response skills in simulated, but realistic, situations.

### Overall winner of 2014 Mining Emergency Response Competition (MERC)

The Boddington mine rescue team was named the overall winner of Western Australia's 2014 Mining Emergency Response Competition (MERC). Competitors from nine teams competed in simulation drills on fire, first aid, hazmat, road crash, confined space, vertical rescue and emergency response team readiness.

## First place in New Zealand Mine Rescue Competition

The team at Newmont's Waihi operation took first place in the inaugural New Zealand Mine Rescue Competition sponsored by WorkSafe New Zealand.

## Finalist in 2014 Safety and Health Innovation Awards

Newmont's **Vital Behaviors program** – the program led by peer leaders to help co-workers speak up and identify the vital behaviors that encourage more safe decisions and actions – was named a finalist for CME of Western Australia's Safety and Health Innovation Awards.

## Winner of inaugural “CSR in Africa” Award

The Newmont Ahafo Development Foundation (NADeF) won the top award for best social impact investment vehicle in Africa at the inaugural EU-Africa Chamber of Commerce (EUACC) “CSR in Africa” award ceremony. The EUACC showcases CSR best practices as a tool of performance and competitiveness.

## National winner of 2014 Mine Safety and First Aid Competition

The Ahafo mine was named the overall best mine for occupational health and safety at Ghana's National Mines First Aid and Safety Competition.

## First place in 2014 MINCOM Inter-Mine Competition

The Akyem mine took first place in the 2014 MINCOM (Minerals Commission) Inter-Mine Competition and received the Ghana National Minerals Commission and Chamber of Mines Health, Safety and Environment (HSE) award for 2014.

## PROPER Blue rating for Environmental Performance

PTNNT – the operator of the Batu Hijau mine in Indonesia – received the PROPER Blue rating from the Indonesian Ministry of Environment's Company Rating Assessment Program for the 2013/2014 period. The assessment covers water and air pollution control, waste management (including toxic and hazardous wastes), and control and prevention of mine area damage.

## 2014 Reclamation Award Winner

Our Twin Creeks mine in Nevada won the 2014 Interstate Mining Compact Commission's (IMCC) 2014 Reclamation Award in the non-coal category for its reclamation work at the Piñon Tailings Facility. The facility – which covers 150 acres – was the first in Nevada to meet all closure and reclamation milestones.

## **United States National Mine Rescue Competition**

Our eight-person Carlin Mine Rescue Team from Nevada won the first aid competition at the 2014 National Mine Rescue Competition. The Carlin team also placed among the top 10 in the field competition and overall results.

## **Nevada operations and individuals honored for safety achievements**

The Nevada Mining Association honored two current mine sites and nine individuals from Newmont's Nevada operations for safety achievement. The awards recognize efforts to send every worker home safe and healthy after every shift. The operator awards are based on safety rate data, and the individuals are judged on their personal safety record and for championing safety in the workplace.

## **Peru 2021 Awards**

At the 11th annual Peru 2021 Awards, Yanacocha's community foundation, Asociación Los Andes de Cajamarca, was named winner of the Community category for its Propapa Cajamarca program, which helps native potato farmers increase crop production through training on modern farming methods, infrastructure improvements and distribution programs.

## **2014 Sustainable Development Award**

The National Society of Mining, Petroleum and Energy (SNMPE) in Peru awarded Yanacocha with the 2014 Sustainable Development Award in the Environmental Management Practices category. The award-winning project – which was funded through the Asociación Los Andes de Cajamarca (ALAC) and implemented by the Foundation for Agrarian Development (FDA) – involved the forestation of nearly 2,000 hectares in Celendín and the generation of job and training opportunities.

# About This Report

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## Scope

This is an annual report that focuses on Newmont's current operating sites. Data presented covers our performance for the 2014 calendar year, which corresponds to our fiscal year. Where noted, references may be made to historical results. Our global sustainability reports have been published on an annual basis since 2003. The latest was published in April 2014.

All financial figures are quoted in United States dollars, unless otherwise noted. References to "Newmont," "the Company," "we" and "our" refer to Newmont Mining Corporation and/or our affiliates, joint ventures and subsidiaries.

## Boundaries

Our Yanacocha operation in Peru and our Asia Pacific region publish annual sustainability reports in line with the Global Reporting Initiative (GRI) G3 guidelines. Our [Asia Pacific region's report covers our performance in Australia and New Zealand](#) and supports our membership in and signatory commitment to the Minerals Council of Australia. Both the Asociación Los Andes de Cajamarca (ALAC) – Yanacocha's foundation in Peru – and the Newmont Ahafo Development Foundation (NADeF) in Ghana provide annual updates on programs that support sustainable development in their respective regions as well. The Newmont Akyem Development Foundation (NAkDeF), which was launched in 2014, will publish its first annual report in 2015.

Exploration activities, projects and closed sites are included in the report when they are material and provide context. The rationale for this decision is based on the lack of robust data collection systems, which makes the data for some projects less comparable to those of operating sites.

Joint ventures managed by Newmont are covered in this report, but non-managed joint ventures are not. Newmont reports data for Kalgoorlie Consolidated Gold Mines (KCGM) – a joint venture that is 50 percent owned by Newmont and 50 percent owned by Barrick Gold Corporation and managed by KCGM – in all sections except the People and Environmental Stewardship sections. Footnotes to this effect are included in both sections for greater transparency.

We prepared our 2014 sustainability report in accordance with the GRI G3 guidelines, including the Mining and Metals Sector Supplement. It has been assured by Bureau Veritas. Financial data reported in Newmont's 2014 Annual Report was audited by PricewaterhouseCoopers.

## Restatements

Our data collection processes are continuous as we aim to improve our systems, processes and the quality of the data. This can result in restatements of previously reported data. Such restatements have been corrected in the body of this report and are noted in the footnote or corresponding disclosures.

## Significant Changes in Reporting Parameters

There were no significant changes in reporting parameters in 2014.

## Additional Information

For more information about Newmont, including details on our financial performance and governance structure, please refer to our [\*\*2014 10-K report\*\*](#), an annual overview of Newmont's business and financial condition submitted to the U.S. Securities and Exchange Commission.

## Contact Information

We welcome feedback on this report or on any other aspect of our sustainability performance. Please complete [\*\*our survey\*\*](#) or send general comments to [esrgroup@newmont.com](mailto:esrgroup@newmont.com).



# GRI Index & ICMM Framework

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Home / Overview / **GRI Index/ICMM Framework**

As a founding member of the International Council on Mining and Metals (ICMM), Newmont commits to uphold the **ICMM's 10 Principles for Sustainable Development** and to report in accordance with the Global Reporting Initiative's (GRI) framework, which is recognized as the international standard for sustainability reporting and used by more than 1,100 companies worldwide. This report also reflects our reporting obligations as a member of ICMM and in accordance with our commitments under the Voluntary Principles on Security and Human Rights (VPSHR), the United Nations Global Compact and the Global Sullivan Principles.

This report is developed in accordance with the GRI G3 Sustainability Reporting Guidelines and Mining & Metals Sector Supplement at an A+ level. In alignment with our ICMM commitments, we will report against the G4 Core indicators in our 2015 report. We have engaged Bureau Veritas North America Inc. to independently assure our report for inclusivity, completeness, responsiveness and accuracy on material and significant sustainability matters.

## Vision and strategy

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
1.1	Statement from the most senior decision maker of the organization.	▲	<a href="#">Overview – Chief Executive's Message</a>	8	1	
1.2	Description of key impacts, risks and opportunities.	▲	<a href="#">Overview – Our Approach to Sustainability</a> , <a href="#">Overview – Our Approach to Sustainability – Targets</a> , <a href="#">Ethics and Governance – Risk Management</a> , <a href="#">Ethics and Governance – Risk Management – 2014 Performance</a> , <a href="#">Our People – Health and Safety – 2014 Performance</a> , <a href="#">Economic and Social Performance – Financial and Operating Performance – 2014 Performance</a> , <a href="#">Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance</a> , <a href="#">Economic and Social Performance – Community Relationships – 2014 Performance</a> , <a href="#">Economic and Social Performance – Community Relationships – Future Focus</a> , <a href="#">Environmental Stewardship – Water – Future Focus</a> , <a href="#">Environmental Stewardship – Closure and Reclamation – 2014 Performance</a> , <a href="#">Environmental Stewardship – Closure and Reclamation – Future Focus</a>	4		

## Newmont profile

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
2.1	Name of the organization.	▲	<a href="#">Overview – Our Business</a>			
2.2	Primary brands, products and/or services.	▲	<a href="#">Overview – Our Business</a>			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	▲	<a href="#">Overview – Our Business</a>			
2.4	Location of organization's headquarters.	▲	<a href="#">Overview – Our Business</a>			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	▲	<a href="#">Overview – Our Business</a>			
2.6	Nature of ownership and legal form.	▲	<a href="#">Overview – Our Business</a>			
2.7	Markets served.	▲	<a href="#">Overview – Our Business</a> , <a href="#">2014 10-K Report</a>			
2.8	Scale of the reporting organization.	▲	<a href="#">Overview – Our Business</a> , <a href="#">Economic and Social Performance – Financial and Operating Performance – 2014 Performance</a>			
2.9	Significant changes during the reporting period regarding size, structure or ownership.	▲	<a href="#">Overview – Our Business</a> , <a href="#">Economic and Social Performance – Financial and Operating Performance – 2014 Performance</a>			
2.10	Awards received in the reporting period.	▲	<a href="#">Overview – Indices and Awards</a>			

## Report parameters

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	▲	<a href="#">Overview – About This Report – Scope</a>			
3.2	Date of most recent previous report (if any).	▲	<a href="#">Overview – About This Report – Scope</a>			
3.3	Reporting cycle (annual, biennial, etc.).	▲	<a href="#">Overview – About This Report – Scope</a>			
3.4	Contact point for questions regarding the report or its contents.	▲	<a href="#">Overview – About This Report – Contact Information</a>			
3.5	Process for defining report content.	▲	<a href="#">Overview – Our Approach to Sustainability – Our Priorities</a> <a href="#">Overview – About This Report – Scope</a>			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	▲	<a href="#">Overview – About This Report – Boundaries</a>			
3.7	State any specific limitations on the scope or boundary of the report.	▲	<a href="#">Overview – About This Report – Boundaries</a>			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities.	▲	<a href="#">Overview – About This Report – Boundaries</a>			
3.9	Data measurement techniques and the bases of calculations.	▲	<a href="#">Overview – About This Report – Boundaries</a>			
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatements.	▲	<a href="#">Overview – About This Report – Restatements</a>			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	▲	<a href="#">Overview – About This Report – Significant Changes in Reporting Parameters</a>			
3.12	Table identifying the location of the Standard Disclosures in the report.	▲	<a href="#">Overview – GRI Index/ICMM Framework</a>			

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
3.13	Policy and current practice with regard to seeking external assurance for the report.	▲	<a href="#"><u>Overview – About This Report – Boundaries,</u></a> <a href="#"><u>Overview – Report Assurance</u></a>		10	

## Ethics and Governance, commitments and engagement

GRI indicator	Description	Included Partially Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
4.1	Ethics and Governance structure of the organization.	▲	<u>Ethics and Governance – Leadership,</u> <u>Ethics and Governance – Leadership – Executive Leaders</u>		1,2	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	▲	<u>Ethics and Governance – Leadership – Board of Directors</u>		1	
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	▲	<u>Ethics and Governance – Leadership – Board of Directors</u>		1,2	
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	▲	<u>Ethics and Governance – Leadership – Executive Leaders</u>		2,3	
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance.	▲	<u>Ethics and Governance – Leadership – Board of Directors,</u> <u>Ethics and Governance – Leadership – Executive Leaders</u>		2	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	▲	<u>Ethics and Governance – Risk Management,</u> <u>Ethics and Governance – Ethical Conduct – Approach,</u> <u>Code of Conduct</u>		1	
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics.	▲	<u>Ethics and Governance – Leadership – Board of Directors</u>		1	
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	▲	<u>Overview – Our Business,</u> <u>Ethics and Governance – Ethical Conduct – Approach,</u> <u>Ethics and Governance – Ethical Conduct – 2014 Performance</u>		2,10	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance.	▲	<u>Overview – Our Business,</u> <u>Ethics and Governance – Ethical Conduct – Approach,</u> <u>Ethics and Governance – Ethical Conduct – 2014 Performance</u>		1,2,4,9	7

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.	▲	<u>Ethics and Governance – Leadership</u> , <u>Ethics and Governance – Leadership – Executive Leaders</u>		2,10	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	▲	<u>Ethics and Governance – Risk Management</u> , <u>Overview – Our Approach to Sustainability</u> , <u>Sustainability and Stakeholder Engagement Policy</u>		4,10	
4.12	Externally developed economic, environmental and social charters, principles, or other initiatives which the organization subscribes to or endorses.	▲	<u>Overview – Voluntary Commitments</u> , <u>Ethics and Governance – Human Rights – Approach</u>		10	
4.13	Memberships in associations and/or national/international advocacy organizations in which the organization: has positions in governance bodies; participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic.	▲	<u>Overview – Voluntary Commitments</u> , <u>Ethics and Governance – Human Rights – Approach</u> , <u>Environmental Stewardship – Biodiversity – Approach</u>		8,10	
4.14	List of stakeholder groups engaged by the organization.	▲	<u>Overview – Stakeholder Engagement</u>		9,10	
4.15	Basis for identification and selection of stakeholders with whom to engage.	▲	<u>Overview – Stakeholder Engagement</u> , <u>Sustainability and Stakeholder Engagement Policy</u>		9,10	
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	▲	<u>Overview – Our Approach to Sustainability – Our Priorities</u> , <u>Overview – Stakeholder Engagement</u> , <u>Ethics and Governance – Human Rights – Approach</u> , <u>Ethics and Governance – Human Rights – 2014 Performance</u> , <u>Economic and Social Performance – Community Relationships – Approach</u> , <u>Economic and Social Performance – Community Relationships – 2014 Performance</u> , <u>Economic and Social Performance – Indigenous Peoples – Approach</u> , <u>Economic and Social Performance – Indigenous Peoples – 2014 Performance</u> , <u>Economic and Social Performance – Resettlement and Land Use – Approach</u>		9,10	

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	▲	<a href="#">Overview – Our Approach to Sustainability – Our Priorities,</a> <a href="#">Overview – Stakeholder Engagement,</a> <a href="#">Economic and Social Performance – Community Relationships – Approach,</a> <a href="#">Economic and Social Performance – Community Relationships – 2014 Performance,</a> <a href="#">Economic and Social Performance – Indigenous Peoples – Approach,</a> <a href="#">Economic and Social Performance – Indigenous Peoples – 2014 Performance</a>		9,10	

## Economic performance

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
DMA EC	Disclosure on management approach EC  i) Goals and performance ii) Policy iii) Additional contextual information	▲	<u>Ethics and Governance – Leadership,</u> <u>Ethics and Governance – Leadership – Executive Leaders,</u> <u>Our People – Our Workplace – Approach,</u> <u>Economic and Social Performance – Financial and Operating Performance – Approach,</u> <u>Economic and Social Performance – Financial and Operating Performance – Future Focus,</u> <u>Economic and Social Performance – Value Sharing – Approach,</u> <u>Economic and Social Performance – Value Sharing – Future Focus,</u> <u>Economic and Social Performance – Community Investments – Approach,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – Approach,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – Future Focus</u>			
<b>Economic Performance</b>						
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	▲	<u>Economic and Social Performance – Financial and Operating Performance – 2014 Performance,</u> <u>Ethics and Governance – Supply Chain Stewardship – 2014 Performance,</u> <u>Economic and Social Performance – Value Sharing – 2014 Performance,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance,</u> <u>Economic and Social Performance – Community Investments – 2014 Performance</u>		9	
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	▲	<u>Environmental Stewardship – Energy and Climate Change – Approach,</u> <u>Environmental Stewardship – Energy and Climate Change – 2014 Performance</u>	7	9	
EC3	Coverage of the organization's defined benefit plan obligations.	▲	<u>Our People – Our Workplace – Future Focus (Sidebar),</u> <u>2014 10-K Report</u>		9	
EC4	Significant financial assistance received from government.	▲	<u>Economic and Social Performance – Value Sharing – 2014 Performance</u>		9	
<b>Market Presence</b>						
EC5	Range of ratios of standard entry-level wage compared to local minimum wage at significant locations of operation.	▲	<u>Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance</u>	6	9	

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
EC6	Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation.	▲	<u>Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance</u>		9	
EC7	Procedures for local hiring and proportion of senior management and workforce hired from the local community at significant locations of operation.	▲	<u>Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance</u>	6	9	
<b>Indirect Economic Impacts</b>						
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	▲	<u>Economic and Social Performance – Value Sharing – Approach,</u> <u>Economic and Social Performance – Value Sharing – 2014 Performance,</u> <u>Economic and Social Performance – Value Sharing – Future Focus,</u> <u>Economic and Social Performance – Community Investments – 2014 Performance</u>		9,10	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	▲	<u>Economic and Social Performance – Value Sharing – Approach,</u> <u>Economic and Social Performance – Value Sharing – Future Focus,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance</u>		9	

## Environmental performance

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
DMA EN	<p>Disclosure on management approach EN</p> <p>i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up</p>	▲	<u>Environmental Stewardship – Cyanide Management – Approach,</u> <u>Environmental Stewardship – Cyanide Management – 2014 Performance,</u> <u>Environmental Stewardship – Cyanide Management – Future Focus,</u> <u>Environmental Stewardship – Energy and Climate Change – Approach,</u> <u>Environmental Stewardship – Energy and Climate Change – Future Focus,</u> <u>Environmental Stewardship – Water – Approach,</u> <u>Environmental Stewardship – Water – Future Focus,</u> <u>Environmental Stewardship – Biodiversity – Approach,</u> <u>Environmental Stewardship – Biodiversity – 2014 Performance,</u> <u>Environmental Stewardship – Biodiversity – Future Focus,</u> <u>Environmental Stewardship – Waste Management – Approach,</u> <u>Environmental Stewardship – Waste Management – Future Focus,</u> <u>Environmental Stewardship – Air Quality – Approach,</u> <u>Environmental Stewardship – Air Quality – 2014 Performance,</u> <u>Environmental Stewardship – Air Quality – Future Focus,</u> <u>Environmental Stewardship – Closure and Reclamation – Approach,</u> <u>Environmental Stewardship – Closure and Reclamation – 2014 Performance,</u> <u>Environmental Stewardship – Closure and Reclamation – Future Focus,</u> <u>Environmental Stewardship – Compliance – Approach,</u> <u>Environmental Stewardship – Compliance – 2014 Performance,</u> <u>Ethics and Governance – Leadership – Executive Leaders</u>	7,8,9	6	5
<b>Materials</b>						
EN1	Materials used, by weight or volume.	▲	<u>Environmental Stewardship – Cyanide Management – 2014 Performance,</u> <u>Environmental Stewardship – Data Appendix – Waste Management</u>	7,8	6,8	5
EN2	Percentage of materials used that are recycled input materials.	▲	<u>Environmental Stewardship – Data Appendix – Waste Management</u>	8	6,8	5
<b>Energy</b>						
EN3	Direct energy consumption, by primary energy source.	▲	<u>Environmental Stewardship – Energy and Climate Change – 2014 Performance,</u> <u>Environmental Stewardship – Data Appendix – Energy and Climate Change</u>	7,8	6	5
EN4	Indirect energy consumption, by primary source.	▲	<u>Environmental Stewardship – Energy and Climate Change – 2014 Performance,</u> <u>Environmental Stewardship – Data Appendix – Energy and Climate Change</u>	8	6	5

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
EN5	Energy saved due to conservation and efficiency improvements.	▲	<a href="#">Environmental Stewardship – Energy and Climate Change – 2014 Performance</a>	8	6	5
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives.	▲	<a href="#">Environmental Stewardship – Energy and Climate Change – Approach</a> , <a href="#">Environmental Stewardship – Energy and Climate Change – 2014 Performance</a>	8,9	6	5
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	▲	<a href="#">Environmental Stewardship – Energy and Climate Change – 2014 Performance</a>	8,9	6,7	
<b>Water</b>						
EN8	Total water withdrawal by source.	▲	<a href="#">Environmental Stewardship – Water – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Water</a>	7,8	6	5
EN9	Water sources significantly affected by withdrawal of water.	▲	<a href="#">Environmental Stewardship – Water – 2014 Performance</a>	8	6	5
EN10	Percentage and total volume of water recycled and reused.	▲	<a href="#">Environmental Stewardship – Water – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Water</a>	8	6,8	5
<b>Biodiversity</b>						
EN11	Location and size of land owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas.	▲	<a href="#">Environmental Stewardship – Biodiversity – Approach</a>	8	6,7	5
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	▲	<a href="#">Environmental Stewardship – Biodiversity – Approach</a> , <a href="#">Environmental Stewardship – Biodiversity – 2014 Performance</a>	8	6,7	5
EN13	Habitats protected or restored.	▲	<a href="#">Environmental Stewardship – Biodiversity – 2014 Performance</a>	8	6,7	5
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	▲	<a href="#">Environmental Stewardship – Biodiversity – Approach</a> , <a href="#">Environmental Stewardship – Biodiversity – 2014 Performance</a> , <a href="#">Environmental Stewardship – Biodiversity – Future Focus</a>	8	6,7	5

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	▲	<a href="#">Environmental Stewardship – Biodiversity – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Biodiversity</a>	8	7	5
<b>Emissions, Effluents and Waste</b>						
EN16	Total direct and indirect greenhouse gas emissions by weight.	▲	<a href="#">Environmental Stewardship – Energy and Climate Change – Approach</a> , <a href="#">Environmental Stewardship – Energy and Climate Change – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Energy and Climate Change</a>	7,8	6	
EN17	Other relevant indirect greenhouse gas emissions by weight.	▲	<a href="#">Environmental Stewardship – Energy and Climate Change – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Energy and Climate Change</a>	8	6	5
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	▲	<a href="#">Environmental Stewardship – Energy and Climate Change – 2014 Performance</a>	8,9	6,8	5
EN19	Emissions of ozone-depleting substances by weight.	▲	<a href="#">Environmental Stewardship – Air Quality – 2014 Performance</a>	7,8	6	5
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.	▲	<a href="#">Environmental Stewardship – Air Quality – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Air Quality</a>	7,8	6	5
EN21	Total water discharge by quality and destination.	▲	<a href="#">Environmental Stewardship – Water – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Water</a>	8	6	
EN22	Total weight of waste by type and disposal method.	▲	<a href="#">Environmental Stewardship – Waste Management – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Waste Management</a>	8	6	
EN23	Total number and volume of significant spills.	▲	<a href="#">Environmental Stewardship – Cyanide Management – 2014 Performance</a> , <a href="#">Environmental Stewardship – Compliance – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Water Discharges that Exceeded Metals and/or Other Parameters</a>	8	6,7	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally.	▲	<a href="#">Environmental Stewardship – Waste Management – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Waste Management Management – Materials Usage</a>	8	6,7	

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	▲	<a href="#"><u>Environmental Stewardship – Water – 2014 Performance</u></a>	8	6,7	
<b>Products and Services</b>						
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	▲	<a href="#"><u>Environmental Stewardship – Waste</u></a> <u>Management.</u> Newmont does not have customers in the traditional sense. All metals are sold on the spot market. The spot market or cash market is a commodities or securities market in which goods are sold for cash and delivered immediately. Contracts bought and sold on these markets are immediately effective.	7,8,9	6,7,8	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	▲	This indicator does not apply as Newmont's products do not require packaging.	8	6,8	
<b>Compliance</b>						
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	▲	<a href="#"><u>Environmental Stewardship – Compliance – 2014 Performance</u></a>	8	6	
<b>Transport</b>						
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	▲		8	6	
<b>Overall</b>						
EN30	Total environmental protection expenditures and investments, by type.	▲	<a href="#"><u>Environmental Stewardship – Closure and Reclamation – 2014 Performance</u></a>	7,8,9	6	

## Human rights

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
DMA HR	<p>Disclosure on management approach HR</p> <p>i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up</p>	▲	<u>Ethics and Governance – Leadership – Board of Directors,</u> <u>Ethics and Governance – Leadership – Executive Leaders,</u> <u>Ethics and Governance – Supply Chain Stewardship – Approach,</u> <u>Ethics and Governance – Supply Chain Stewardship – 2014 Performance,</u> <u>Ethics and Governance – Supply Chain Stewardship – Future Focus,</u> <u>Ethics and Governance – Human Rights – Approach,</u> <u>Ethics and Governance – Human Rights – 2014 Performance,</u> <u>Ethics and Governance – Human Rights – Future Focus,</u> <u>Our People – Our Workplace – Approach,</u> <u>Ethics and Governance – Human Rights – Approach – Security Forces and Human Rights,</u> <u>Economic and Social Performance / Indigenous Peoples – Approach,</u> <u>Economic and Social Performance / Indigenous Peoples – 2014 Performance,</u> <u>Economic and Social Performance / Indigenous Peoples – Future Focus</u>	1,2,3,4,5,6	1,2,3	1,2,3
<b>Investment and Procurement Practices</b>						
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	▲	<u>Ethics and Governance – Human Rights – Approach</u>	2	3,9	1
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	△	<u>Ethics and Governance – Supply Chain Stewardship – Future Focus</u>	2	3,9	1
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	▲	<u>Ethics and Governance – Human Rights – 2014 Performance</u>	1	3,9	1
<b>Non-discrimination</b>						
HR4	Total number of incidents of discrimination and actions taken.	▲	<u>Ethics and Governance – Human Rights – 2014 Performance</u>	6	3,9	1,2

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
<b>Freedom of Association and Collective Bargaining</b>						
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	▲	<u>Our People – Workforce Rights – Approach,</u> <u>Our People – Workforce Rights – 2014 Performance</u>	3	3,9	3
<b>Child Labor</b>						
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	▲	<u>Our People – Workforce Rights – Approach</u>	5	3,9	
<b>Forced and Compulsory Labor</b>						
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.	▲	<u>Our People – Workforce Rights – Approach</u>	4	3,9	
<b>Security Practices</b>						
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	▲	<u>Ethics and Governance – Human Rights – Approach – Security Forces and Human Rights</u>	1	3,9	
<b>Indigenous Rights</b>						
HR9	Total number of incidents of violations involving rights of Indigenous Peoples and actions taken.	▲	<u>Ethics and Governance – Human Rights – 2014 Performance</u> There were no incidents related to indigenous peoples in 2014	1	3	

## Labor practices and decent work

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
DMA LA	<p>Disclosure on management approach LA</p> <p>i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up</p>	▲	<u>Ethics and Governance – Leadership – Executive Leaders,</u> <u>Our People – Our Workplace – Approach,</u> <u>Our People – Our Workplace – 2014 Performance,</u> <u>Our People – Our Workplace – Future Focus,</u> <u>Our People – Workforce Rights – Approach,</u> <u>Our People – Health and Safety – Approach,</u> <u>Our People – Health and Safety – Future Focus,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – Approach,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – Future Focus,</u> <u>Economic and Social Performance – Local Employment and Business Opportunities – 2014 Performance</u>	3,6	5,9	2,3,4,5
<b>Employment</b>						
LA1	Total workforce by employment type, employment contract and region.	▲	<u>Our People – Our Workplace – 2014 Performance</u>	6		
LA2	Total number and rate of employee turnover by age group, gender and region.	▲	<u>Our People – Our Workplace – 2014 Performance</u>	6		
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	▲	<u>Our People – Our Workplace – Approach</u>	3	3	
<b>Labor/Management Relations</b>						
LA4	Percentage of employees covered by collective bargaining agreements.	▲	<u>Our People – Workforce Rights – 2014 Performance</u>	3	3	3
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	▲	<u>Our People – Workforce Rights – Approach</u>	3	3	5

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
<b>Occupational Health and Safety</b>						
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	▲	While Newmont does not have formal joint management-worker committees related to safety, we believe our approach to creating a culture of zero harm in the workplace addresses this indicator's relevance.	5	5	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	▲	<u>Our People – Health and Safety – 2014 Performance</u>	5	5	
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	▲	<u>Our People – Health and Safety – 2014 Performance</u>	5	5	
LA9	Health and safety topics covered in formal agreements with trade unions.	▲	While Newmont does not have formal agreements with trade unions related to safety, we believe our approach to creating a culture of zero harm in the workplace addresses this indicator's relevance.	5	5	4,5
<b>Training and Education</b>						
LA10	Average hours of training per year per employee, by employee category.	▲	<u>Our People – Our Workplace – 2014 Performance</u>	6	9	2
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	▲	<u>Our People – Our Workplace – 2014 Performance</u>	9	2	
LA12	Percentage of employees receiving regular performance and career development reviews.	▲	<u>Our People – Our Workplace – 2014 Performance</u>	6	9	
<b>Diversity and Equal Opportunity</b>						
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	▲	<u>Our People – Our Workplace – 2014 Performance, Ethics and Governance – Leadership – Board of Directors</u>	6	3,9	
LA14	Ratio of basic salary of men to women by employee category.	▲	<u>Our People – Our Workplace – 2014 Performance</u>	6	3,9	

## Society

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
DMA SO	<p>Disclosure on management approach SO</p> <p>i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up</p>	▲	<u>Ethics and Governance – Leadership – Executive Leaders,</u> <u>Ethics and Governance – Human Rights – Approach,</u> <u>Ethics and Governance – Human Rights – 2014 Performance,</u> <u>Ethics and Governance – Human Rights – Future Focus,</u> <u>Economic and Social Performance – Community Relationships – Approach,</u> <u>Economic and Social Performance – Community Relationships – 2014 Performance,</u> <u>Economic and Social Performance – Community Relationships – Future Focus,</u> <u>Economic and Social Performance – Resettlement and Land Use – Approach,</u> <u>Economic and Social Performance – Resettlement and Land Use – 2014 Performance,</u> <u>Environmental Stewardship – Closure and Reclamation – Approach,</u> <u>Environmental Stewardship – Closure and Reclamation – 2014 Performance,</u> <u>Environmental Stewardship – Closure and Reclamation – Future Focus,</u> <u>Economic and Social Performance – Indigenous Peoples – Approach,</u> <u>Economic and Social Performance – Indigenous Peoples – 2014 Performance,</u> <u>Economic and Social Performance – Indigenous Peoples – Future Focus,</u> <u>Ethics and Governance – Ethical Conduct – Approach,</u> <u>Ethics and Governance – Ethical Conduct – 2014 Performance,</u> <u>Ethics and Governance – Ethical Conduct – Future Focus,</u> <u>Environmental Stewardship – Compliance – Approach,</u> <u>Environmental Stewardship – Compliance – 2014 Performance</u>	10	1,3,4,9	6,7
<b>Community</b>						
SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.	▲	<u>Economic and Social Performance – Community Relationships – Approach,</u> <u>Economic and Social Performance – Community Relationships – 2014 Performance</u>	1	2,3,4,9	1,7
<b>Corruption</b>						
SO2	Percentage and total number of business units analyzed for risks related to corruption.	▲	<u>Ethics and Governance – Ethical Conduct – 2014 Performance,</u> <u>Ethics and Governance – Risk Management – Approach</u>	9	1	6
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	▲	<u>Ethics and Governance – Ethical Conduct – 2014 Performance</u>	9	1	

GRI indicator	Description	▲ Included ▲ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
SO4	Actions taken in response to incidents of corruption.	▲	<u>Ethics and Governance – Ethical Conduct</u> – 2014 Performance, <u>Ethics and Governance – Risk</u> <u>Management – Approach</u>	10	1	
<b>Public Policy</b>						
SO5	Public policy positions and participation in public policy development and lobbying.	▲	<u>Ethics and Governance – Ethical Conduct</u> – Approach, <u>Political Contributions Standard</u>		1,2,9	
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions, by country.	▲	<u>Ethics and Governance – Ethical Conduct</u> – 2014 Performance	10	1,9	
<b>Anti-competitive Behavior</b>						
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	▲	There were no actions of this kind in 2014		1	7
<b>Compliance</b>						
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	▲	<u>Environmental Stewardship – Compliance</u> – 2014 Performance		1	7

## Product responsibility

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
DMA PR	<p>Disclosure on management approach PR</p> <p>i) Goals and performance ii) Policy, and organizational responsibility iii) Training and awareness iv) Monitoring and follow-up</p>	▲	<u>Ethics and Governance – Supply Chain Stewardship,</u> <u>Ethics and Governance – Ethical Conduct – Approach</u>			
<b>Customer Health and Safety</b>						
PR1	<p>Lifecycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.</p>	▲	<p>Newmont does not have customers in the traditional sense. All metals are sold on the spot market. The spot market or cash market is a commodities or securities market in which goods are sold for cash and delivered immediately. Contracts bought and sold on these markets are immediately effective.</p>		5,8	
PR2	<p>Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their lifecycle, by type of outcomes.</p>	▲	As above		5,8	
<b>Product and Service Labeling</b>						
PR3	<p>Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.</p>	▲	As above		8	
PR4	<p>Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.</p>	▲	As above		8	
PR5	<p>Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.</p>	▲	As above		8	
<b>Marketing Communications</b>						
PR6	<p>Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.</p>	▲	As above		1	

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship, by type of outcomes.	▲	As above		1	
<b>Customer Privacy</b>						
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	▲	As above		1	
<b>Compliance</b>						
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	▲	As above		1	

## Mining and metals supplement

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
MM1	Amount of land (owned or leased, and managed for production activities or extractive use) disturbed or rehabilitated.	▲	<a href="#">Environmental Stewardship – Biodiversity – 2014 Performance</a> , <a href="#">Environmental Stewardship – Closure and Reclamation – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Closure and Reclamation</a>	8	MM,2,9	
MM2	The number and percentage of total sites identified as requiring biodiversity management plans according to stated criteria, and the number (percentage) of those sites with plans in place.	▲	<a href="#">Environmental Stewardship – Biodiversity – 2014 Performance</a>	8	MM,2,7	
MM3	Total amounts of overburden, rock, tailings, and sludges and their associated risks.	▲	<a href="#">Environmental Stewardship – Waste Management – Approach</a> , <a href="#">Environmental Stewardship – Waste Management – 2014 Performance</a> , <a href="#">Environmental Stewardship – Data Appendix – Waste Management</a>		MM	
MM4	Number of strikes and lock-outs exceeding one week's duration, by country.	▲	<a href="#">Our People – Workforce Rights – 2014 Performance</a>	3	MM,3	2
MM5	Total number of operations taking place in or adjacent to Indigenous Peoples' territories, and number and percentage of operations or sites where there are formal agreements with Indigenous Peoples' communities.	▲	<a href="#">Economic and Social Performance – Indigenous Peoples – Approach</a>		MM,3,10	
MM6	Number and description of significant disputes relating to land use, customary rights of local communities and Indigenous Peoples.	▲	<a href="#">Economic and Social Performance – Community Relationships – 2014 Performance</a> , <a href="#">Economic and Social Performance – Indigenous Peoples – 2014 Performance</a> , <a href="#">Economic and Social Performance – Indigenous Peoples – Future Focus</a>	1	MM,3,10	6
MM7	The extent to which grievance mechanisms were used to resolve disputes relating to land use, customary rights of local communities and Indigenous Peoples, and the outcomes.	▲	<a href="#">Economic and Social Performance – Community Relationships – 2014 Performance</a>	1	MM,3,10	6
MM8	Number (and percentage) of company operating sites where artisanal and small-scale mining (ASM) take place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks.	▲	<a href="#">Economic and Social Performance – Resettlement and Land Use – Approach</a>		MM	

GRI indicator	Description	▲ Included △ Partially ▲ Not included <sup>(1)</sup>	Location	Global Compact <sup>(2)</sup>	ICMM <sup>(3)</sup>	Sullivan Principles <sup>(4)</sup>
MM9	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process.	▲	Economic and Social Performance – Resettlement and Land Use – 2014 Performance	1	MM,3,10	6
MM10	Number and percentage of operations with closure plans.	▲	Environmental Stewardship – Closure and Reclamation – 2014 Performance		MM,2,9,10	
MM11	Programs and progress relating to materials stewardship.	▲	Ethics and Governance – Supply Chain Stewardship – Approach, Ethics and Governance – Supply Chain Stewardship – 2014 Performance, Ethics and Governance – Supply Chain Stewardship – Future Focus		MM	

## Notes & Abbreviations:

(1) Information in Beyond the Mine or the Company's combined Annual and 10-K reports.

▲ Fully reported

△ Partially reported (indicator may include items not relevant or where Newmont is working toward fully reporting in the future)

▲ Not reported (indicator may be confidential, not relevant or where Newmont is working toward reporting in the future)

(2) The 10 Global Compact Principles (by number) that best correspond to the GRI Indicator listed in that row.

(3) The ICMM's 10 principles on sustainable development (by number) that best correspond to the GRI Indicator listed in that row.

(4) The Sullivan Principles (by number) that best correspond to the GRI Indicator.

# Report Assurance

Home / Overview / **Report Assurance**

The assurance for our 2014 report was undertaken by Bureau Veritas. The scope for the report's assurance includes AccountAbility's AA1000 Assurance Standard, the Global Reporting Initiative's G3 set of indicators and the ICMM Assurance Procedure, the latter of which checks the following:

- Alignment of the member company's sustainability policies to ICMM's 10 Sustainable Development Principles and any mandatory requirements set out in ICMM Position Statements;
- The company's material sustainable development risks and opportunities based on its own review of the business and the views and expectations of its stakeholders;
- The existence and implementation status of systems and approaches the company is using to manage the identified material sustainable development risks and opportunities;
- The company's reported performance during the given reporting period for a selection of identified material sustainable development risks and opportunities; and
- The company's self-declared application level of the Global Reporting Initiative's (GRI) G3 Sustainability Reporting Guidelines (G3 guidelines).

Bureau Veritas provides an Assurance Statement, which is published in our annual sustainability report. The organization also provides an extensive internal report detailing observations, findings and opportunities for improvement, based on interviews with a range of our stakeholders as well as visits to our operating sites.



# Leadership

Home / Ethics and Governance / **Leadership**

Newmont's business and affairs, including our sustainability commitments, are managed by our executive leadership under the direction of our Board of Directors.

## Board of Directors

At all times, members of Newmont's Board of Directors (the "Board") maintain a sense of responsibility to our shareholders, customers, employees, suppliers and the communities in which we operate. Our Board's **mission** is to ensure Newmont's long-term financial strength and to create enduring value for shareholders, employees and other stakeholders. The Board also plays a critical role in assessing major risks; ensuring high standards of ethical business conduct and compliance with applicable laws and regulations; and advising and approving the sustainability and overall business strategies.

Newmont's Board comprises nine directors, including our President and Chief Executive Officer. The other eight directors, including the Chairman of the Board Vincent Calarco, meet the criteria for independence set out by the New York Stock Exchange, the U.S. Securities and Exchange Commission and any applicable laws and regulations.

To ensure a diversity of viewpoints and experience, Newmont's Board represents a broad range of qualifications, interests and nationalities. With three female directors, our Board is among the top 20 percent of Fortune 500 companies for representation of women. On an annual basis, the full Board conducts self-evaluations and peer reviews and each committee performs annual evaluations to determine whether it is fulfilling its purpose and responsibilities and functioning effectively.

Four Board committees provide oversight and guidance in key areas – **Safety and Sustainability**, **Audit**, **Compensation** and **Corporate Governance and Nominating** – and each has a written charter defining members' roles and responsibilities. The Safety and Sustainability Committee is charged with advancing Newmont's sustainability program and performance and ensuring that environmental, social and geopolitical risks are managed effectively. This committee is chaired by Joseph Carrabba and includes Veronica Hagen and Jane Nelson.

Members of the Board often participate in site visits to observe and assess implementation of our policies and standards on the ground. As part of the Board planning cycle, one full-Board site visit is

scheduled each year. Directors also may request individual or smaller group visits to any operation or project. For example, during 2014, several Board members visited the Merian project in Suriname prior to approving full funding for the project's development.

For more information about the Board, please visit our [website](#).

## Executive Leaders

Primary responsibility for delivering on our strategy, including strong sustainability performance, rests with Newmont's executive team, which has extensive operational and international extractive industry experience. All leaders have business – as well as personal – objectives against each pillar of the business strategy, including sustainability and external relations. Key roles are as follows:



**Gary Goldberg**  
President and Chief Executive Officer

Holds ultimate responsibility for Newmont's social, economic and environmental performance.



**Dr. Elaine Doward-King**  
Executive Vice President, Sustainability and External Relations

Oversees the Company's sustainability strategy, including the technical and strategic environmental, social and human rights programs.



**Stephen Gottesfeld**  
Executive Vice President, General Counsel and Corporate Secretary

Is responsible for Newmont's compliance with applicable laws and regulations, corporate governance, and ethics and compliance program.



**William MacGowan**  
Executive Vice President, Human Resources, Workforce Rights

Leads Newmont's human resources function and drives efforts to attract, develop and retain talent; strengthen global inclusion and diversity; and ensure workforce rights.



**Laurie BrLAS**  
Executive Vice President and Chief Financial Officer

Oversees the efforts to drive long-term financial performance and effectively manage risks.



**Randy Engel**  
Executive Vice President, Strategic Development

Is responsible for Newmont's strategy and business plan and optimizing the Company's portfolio through mergers, acquisitions and divestment opportunities.



**Scott Lawson**  
Executive Vice President, Technical Services

Oversees Newmont's global supply chain as well as the functions responsible for delivering technology and innovation outcomes that drive sustainable competitive advantage and performance.



**Chris Robison**  
Executive Vice President and Chief Operating Officer

Along with the Senior Vice Presidents of Projects and Exploration, the Vice President of Health, Safety and Security, and the Regional Senior Vice Presidents, is charged with delivering leading health, safety, social and environmental performance.

Executives are held accountable through Newmont's performance management program, which connects compensation to annual targets that are designed to advance our strategic objectives. Our bonus program for executives, as well as for our regional and site operational leaders, includes specific targets to lower accident rates and develop control plans for top fatality and health risks.

Newmont holds an annual advisory vote on executive compensation to give shareholders an opportunity to approve, reject or abstain from voting on executive compensation programs and policies. More information on Director and executive compensation is reported in our [annual proxy statement](#).

# Ethical Conduct

Home / Ethics and Governance / **Ethical Conduct**

## Building an Ethical Culture

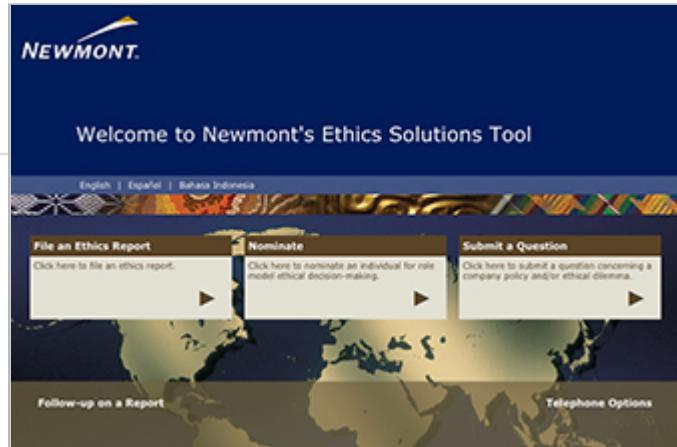
Ethical conduct starts with each person taking accountability for his or her own behavior.

Helping employees learn how to identify, evaluate and address situations in which ethical behavior is critical is the core of our ethics program. We provide employees with information and tools to ensure that decisions and actions are ethical and in accordance with our [Code of Conduct](#).

All employees – and members of our Board of Directors – must acknowledge that they have read and understand our Code of Conduct, and managers, business leaders and Board members must complete online training on topics such as anti-corruption and export regulations.

We encourage employees to speak up and report suspected ethical violations. Our [Ethics Solutions Tool](#) gives employees, vendors and community members a confidential channel to report issues, ask questions and recognize outstanding performance by phone or email. The tool is operated by a third party, which safeguards the confidentiality of those who make reports.

Issues submitted through the Ethics Solutions Tool, or by other methods, are investigated by personnel qualified in the relevant area of expertise, including human resources, internal audit and security. We take what we learn through investigations and our self-assessment processes to coach or discipline employees, and to update our policies, systems or training as necessary. Ethics issues – and actions taken to resolve them – are reported to the Board of Directors' Audit Committee quarterly.



## Approach

### Code of Conduct

Our commitment to high ethical standards, corporate responsibility and professional integrity is reflected in our **Code of Conduct** (the “Code”), which was updated, reviewed and ratified by our Board of Directors this year and will be re-evaluated at least every three years.

Sets out expectations of behavior for Newmont employees, officers and directors, and for our contractors, vendors and other business partners when they are engaged in activities on our behalf

#### Code of Conduct

Broad encompassing statement of business intentions, aspirations and/or commitments

#### Policies

Specifies minimum acceptable requirements for behaviors, decisions and/or performance

#### Standards

Provides a recommended approach for behaviors, decisions and/or performance

#### Guidelines

Defines specific work, how it should be done, and who should do it

#### Procedures

For all employees, officers and Directors, partners, vendors and contractors, our Code defines the standards of behavior we expect and details our expectations that they act ethically and adhere to the social, environmental and economic principles of sustainable development.

**Six global policies** state our intentions, aspirations and commitments across key aspects of our business.

- Health and Safety
- Operations and Resource Development
- Asset Value Protection
- Business Integrity
- People
- Sustainability and Stakeholder Engagement

These policies are supported by standards, which specify minimum acceptable requirements; guidelines, which provide a recommended approach; and procedures, which define how work should be done and who should do it.

Our Business Integrity Policy, which was implemented in 2014, requires all those engaged in activities on our behalf to work honestly and in the best interests of the Company, to avoid corruption and bribery of any kind, and to ensure compliance with various relevant legal requirements. It also requires those involved in reporting information about Newmont to do so appropriately and in a timely and accurate manner.

We engage with governments and other stakeholders on a variety of issues, including worker health and safety, environmental protection, trade, economic development, infrastructure, transparency, rule of law, and other areas of public policy that contribute to our success. This engagement is in strict accordance with all applicable laws, the **Extractive Industry Transparency Initiative** (EITI), and Newmont's Code of Conduct, Business Integrity Policy and standards on ethical conduct.

Our **Political Contributions Standard** details the rules and processes for making political contributions or otherwise engaging in the legislative or political process. Finalized and implemented in early 2014, this standard states our commitment to report our political contributions to our Board of Directors on a semi-annual basis and annually on our [website](#).

## 2014 Performance

In 2014, we updated our Code of Conduct to make it a more effective guidance tool and more closely align with our strategy and industry best practices. We also updated the policies that support the Code using a consultative process that included an employee comment period. Upon approval from our Board of Directors, the Code of Conduct and global policies were posted on both our employee intranet and [website](#).

Because fraud and corruption are significant risk factors in our industry, in 2014 our annual training program focused on our commitment to fight against corruption. We significantly improved participation from the previous year with 97 percent of managers at operating sites completing the training compared to 81 percent in 2013.

A total of 242 new issues were raised through our ethics and compliance reporting system throughout 2014, and 37 cases were open at the beginning of the year. By year end, 237 of those matters were closed and 42 remained open. Of the cases closed in 2014, 123 (52 percent) were not substantiated. Of the 114 (48 percent) that were substantiated, 78 resulted in human resources or management actions that ranged from counseling to termination of the employees involved, and 36 resulted in a recommended change of business process. There were no confirmed instances of government corruption.

Newmont's U.S. political contributions totaled \$237,500 in 2014, a significant increase from 2013 due to the election year. We do not make political contributions outside the United States.

## **Future Focus**

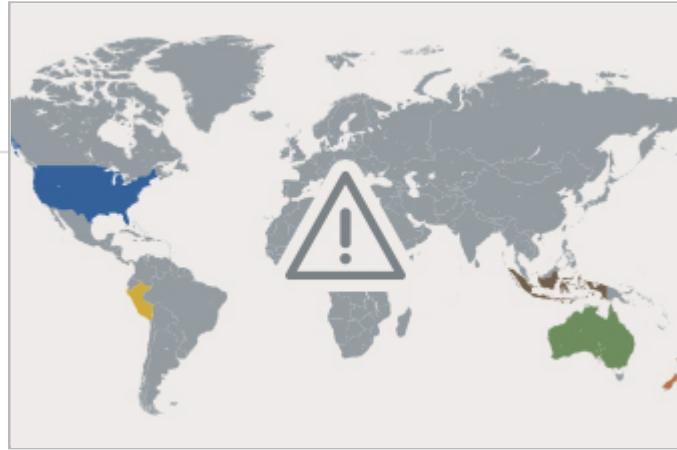
Ongoing review and approval of global standards will continue during 2015, with each global standard to be re-evaluated at least every three years. Implementation of new and/or revised global standards will emphasize regional involvement, and regional and site-specific standards will be reviewed for conformance and consistency with the updated global standards.

# Risk Management

Home / Ethics and Governance / **Risk Management**

## Taking a Broader View on Country Risk

While there are promising new deposits around the world, the risk of doing business in certain countries can vary and must be analyzed and managed before we decide to invest.



In 2014, we launched our country risk program to take a more holistic approach to managing the risks in the countries where we currently conduct business – known as Tier 1 countries – and where we may conduct business in the future – known as Tier 2 and 3 countries. A multi-functional working group evaluates the risks; assigns a score to each country using our proprietary country risk model; and creates a strategy to manage those risks.

A key element of each country strategy is identifying and understanding our stakeholders and building stronger relationships through the development of a detailed stakeholder engagement plan.

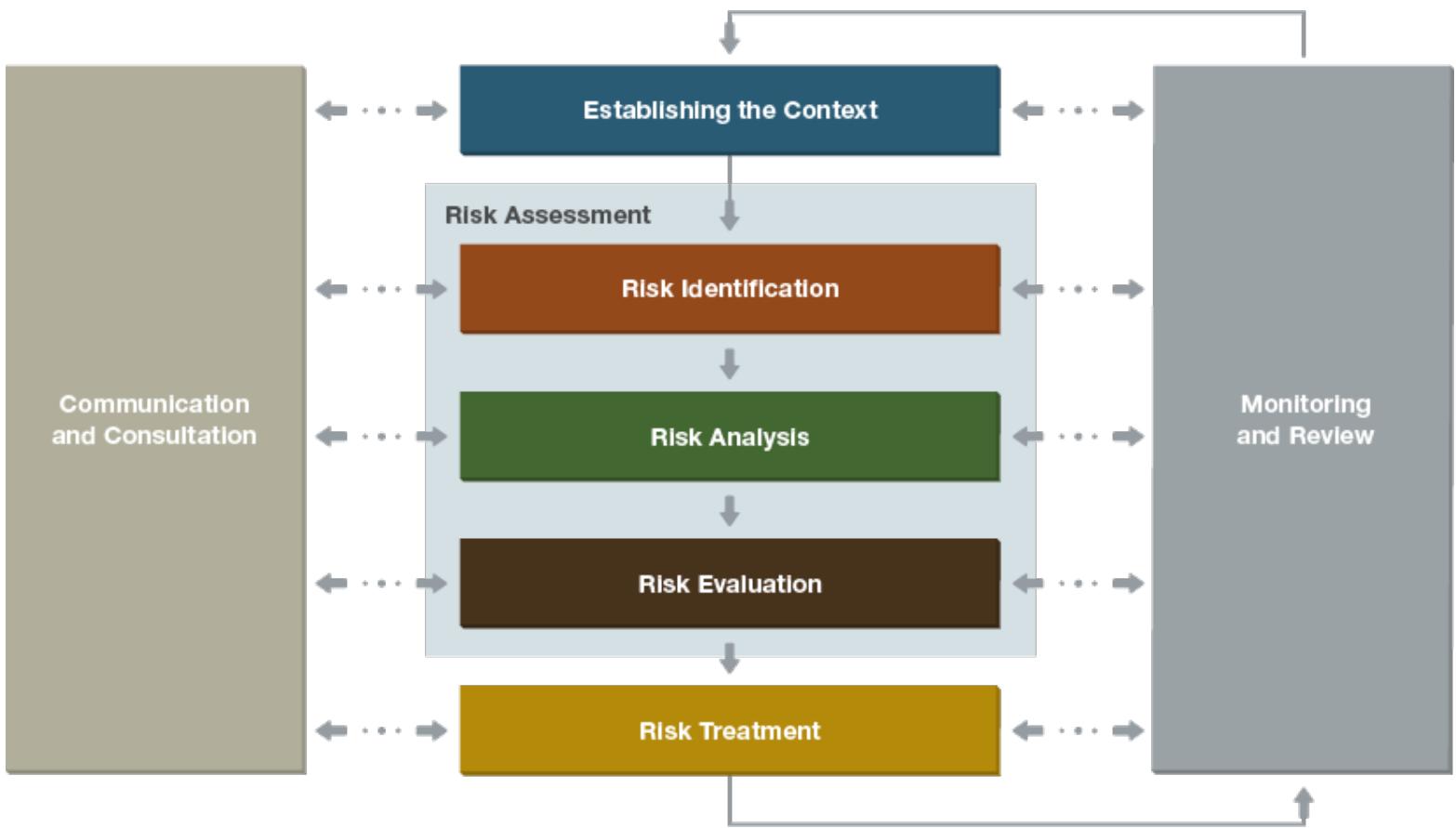
Based on country rankings, we now have a clearer view on those countries that present too high a risk or that need extra due diligence or higher returns in order to justify investment.

## Approach

As a global mining company, Newmont faces risks that are becoming more complex. Understanding these risks – from workforce safety and political uncertainty to expectations regarding benefit sharing and access to water and energy – is critical to our ability to deliver shareholder value and protect people, the environment and our reputation.

Effectively identifying, monitoring and managing risks based on their likelihood and significance is central to our risk management approach. Because our risk profile is broad, our approach ensures that risks and issues are managed by experienced personnel who are closest to and best understand the risk. We use a centralized Enterprise Risk Management (ERM) process to identify, analyze and report the top risks to Newmont leaders and Directors.

## ERM approach



Our ERM process is a critical source of business intelligence, and is structured to comply with the intent of the International Standard for Risk Management (ISO 31000). This system ensures we take a comprehensive approach that includes:

- *Establishing context* – considering the scope, schedule, stakeholders and deliverables that must be completed ahead of assessing the risk
- *Identifying risk* – defining the potential exposure for a given function, project or system
- *Analyzing risk* – reviewing all pertinent details, causes and the likelihood and magnitude of potential consequences
- *Evaluating and treating risk* – ranking and developing plans to avoid, transfer, mitigate or accept risks

- *Risk monitoring and review* – effectively monitoring plans and making course adjustments as necessary
- *Communicating and consulting* – driving effective horizontal and vertical communications across all areas to drive well-informed decision making

Our country risk management program guides our approach to understanding and managing the economic, political – which includes risks related to corruption – social, environmental, infrastructure and security risks in the countries that are important to our business. After countries are identified and ranked, country strategies are developed to provide a baseline from which to track and manage the identified risks.

When significant events or issues require a crisis or emergency response, Newmont's Rapid Response system ensures the plans, people and resources required to respond are quickly activated. The system features common language, processes and clear accountabilities to support an effective and coordinated response on the local, regional and global levels. Every team must conduct annual training as well as drills and simulations to ensure a state of readiness in the event of a major incident.

## 2014 Performance

In 2014, we increased the frequency with which leaders and directors reviewed significant risks and mitigation plans of existing and emerging risks at the regional, functional and enterprise levels. Based on these reviews, we elevated – and implemented additional measures to effectively manage – risks related to gold and copper price declines; permitting timelines; water balance; energy cost and reliability; and product export restrictions. We also lowered risks related to ore grade reconciliations, supply chain interruptions to key commodities, and a potential tax liability related to a ballot initiative in Nevada.

In 2014, we implemented our country risk management program, developing country strategies for the countries that hold the most value or potential value to the business.

We also developed a set of standards to improve the overall management of risk and support a new Integrated Management System (IMS), which is in the early design and development stages.

During the year, we reviewed our existing cyber security practices and initiated improvements to certain controls to mitigate potential threats to the Company's information technologies.

A list of our significant risks can be found in our [2014 10-K report beginning on page 9.](#)

## **Future Focus**

In 2015, Newmont will begin work to develop and implement the IMS to simplify and streamline our health, safety, security, sustainability and external relations activities. The overall goal of the IMS is to standardize processes for core activities; enhance operational efficiencies; and implement a more consistent approach to identify and manage risks that directly impact performance. The system also will move regional- and site-based systems onto one consistent, global platform thereby reducing redundancies and costs while improving data integrity and reporting. Compliance with regulatory requirements and certifications – including the ICMC Cyanide Code, ISO 14001 and OHSAS 18001 – will be monitored and maintained through the single system rather than by each site and location.

Implementation of the set of risk management standards will begin in 2015 with sites conducting gap analyses against the standard's requirements.

The next phase of our country risk program is focused on ensuring all risks identified in the program are logged and tracked in our ERM system with the more far-reaching goal of the program expanding our three-year business plan view on risk.

As new cyber security threats emerge, we will continue to identify other areas of risk, establish additional controls, and develop a plan to respond in the event an incident should occur.

# Supply Chain Stewardship

Home / Ethics and Governance / **Supply Chain Stewardship**

## Partnering with Our Suppliers to Provide Opportunities

Newmont's global network of more than 15,000 suppliers plays a critical role in our contribution to sustainable development.



For example, in Ghana, Newmont and Liebherr – a supplier of heavy mobile mining equipment to the Ahafo and Akyem mines – work together on more than just meeting Newmont's operating targets. In 2013, the Newmont Ahafo Development Foundation (NADeF) and Liebherr formed the NADeF/Liebherr Excellence Scholarship. The scholarship is awarded annually to a student who is a member of one of Ahafo's 10 host communities and who demonstrates excellence in the science, technology, engineering and math fields.

The 2014 scholarship recipient, Beatrice Obeng Konama, plans to use the scholarship to help her pursue a career in medicine so that she can help improve healthcare in her community.

Liebherr also received Newmont's 2014 Supplier of the Year award in the Africa region. Newmont's annual Supplier of the Year awards recognize suppliers that demonstrate outstanding performance in a number of areas including health and safety; service quality; cost controls; continuous improvement; and social and environmental programs.

## Approach

### Ethical and Responsible Supply Chain

Newmont's global network of more than 15,000 suppliers is critical to our operations. Along with providing the equipment, products, services and contracted workforce that support our operations, our suppliers work in partnership with us to maximize value for our shareholders; minimize social and environmental impacts; mitigate reputational risk by upholding high standards; and deliver economic benefits to our host communities.

Our commitment to working with our suppliers in an ethical manner that promotes a responsible, sustainable supply chain is stated in our global policies and supported by our standards. We are committed to fair competition and continuously improving costs and efficiencies while leading in safety, operational, technical, social and environmental practices.

Our supplier contracts include terms to ensure that goods and services are supplied in a socially and environmentally responsible manner. These terms extend to their sub-contractors whenever practical.

### Product Responsibility

Through industry associations such as the World Gold Council (WGC) and the International Council on Mining and Metals (ICMM), we aim to better understand the potential impacts of our products, their uses and value streams.

The majority of our total revenues – 90 percent in 2014 – are derived from gold production, with the remaining from copper.

Our gold produced in the form of doré is transported to refineries to be refined into London Good Delivery bars that meet the London Bullion Market Association (LBMA) specifications of 99.95 percent gold. The majority of our gold is sold to the Swiss gold refinery Valcambi. Newmont owns 60.6 percent of Valcambi, and gold from Newmont's mines supplies around 40 percent of the gold refined at Valcambi. Newmont's remaining doré is refined by Johnson Matthey in Salt Lake City and the Perth Mint in Australia.

All three refineries comply with the [LBMA Responsible Gold Guidance](#) to ensure the entire chain of custody is responsible and that it does not source gold from areas and operations that contribute to the financing of conflict or degradation of the environment. For more information about the refineries' commitment to a responsible supply chain, please visit the [Valcambi](#), [Johnson Matthey](#) and [Perth Mint](#) websites.

Our copper, in the form of concentrate and cathode, is sold to smelters and manufacturers for further treatment. All our copper concentrate and cathode sales contracts include requirements to comply with all permits, approvals and other laws, agree to anti-bribery measures, and – when appropriate – acknowledge our Conflict-Free Gold Standard. Most of our copper concentrate is sold directly to smelters with which we have long-term relationships. However, at times when we produce more concentrate than anticipated, sales will occasionally be made to independent trading companies. In these instances, we may not know in advance where the product is being delivered, but we conduct a vetting process to understand to the greatest extent possible where the trader will be delivering our product.

More information on how our products are used is included in our [\*\*2014 10-K report\*\*](#).

## **2014 Performance**

Our global operating procurement expenditures in 2014 totaled more than \$4.6 billion. Of this amount, 70 percent was competitively bid, resulting in approximately 5,100 contracts.

Our commitment to [\*\*purchase local goods and services\*\*](#) – along with taxes and royalties, salaries and benefits and community contributions – made a significant direct and indirect contribution to the local, regional and national economies where we operate.

In 2014, we developed a Human Rights Standard that requires sites to develop appropriate human rights clauses in standard contracts for new suppliers as well as in existing contracts that are up for renewal. The contract terms require suppliers to notify Newmont of any human rights issues related to activities conducted on behalf of Newmont, conduct an investigation, and develop an action plan to address the issue.

In April 2014, we published our first annual [\*\*Conflict-Free Gold Report\*\*](#), which concluded that Newmont does not operate mines in areas classified by the Heidelberg Conflict Barometer as “conflict-affected or high risk” and is in conformance with the criteria established by the WGC’s Conflict-Free Gold Standard.

## **Future Focus**

Along with the further development of [\*\*local content strategies\*\*](#), key areas of focus for our supply chain organization include the development of a lifecycle management strategy to improve alignment across the Company and increase return on investment as well as drive further efficiencies through operating model enhancements and data cleansing.

We will continue to strengthen our due diligence process by evaluating systems to screen suppliers against a number of criteria including anti-corruption and sanctioned party reporting.

Our Human Rights Standard will be implemented in 2015 and 2016, and all sites are expected to be in full compliance with the new standard by 2017.

We expect to publicly disclose our 2014 Conflict-Free Gold Report in the first half of 2015.

# Human Rights

Home / Ethics and Governance / **Human Rights**

## Increasing Our Understanding of Human Rights Where We Operate

Newmont works to identify, prevent and mitigate human rights risks that are directly and indirectly associated with our operations and activities.



Our updated Human Rights Standard is designed to develop a more consistent and integrated approach to ensure we meet our obligations and commitments to respect the rights of our workforce and the communities wherever we do business.

One tool we plan to employ more consistently is a Human Rights Impact Assessment (HRIA). HRAs are effective at helping us understand and manage potential human rights impacts and establish a framework to engage with stakeholders on human rights issues.

For example, prior to the Akyem operation in Ghana entering into commercial production, we integrated a Human Rights Impact Assessment (HRIA) into an extensive Social Baseline and Impact Assessment. The two primary goals of the HRIA were to independently assess the potential human rights impacts of the project on the population within the project's area of influence, and to evaluate our ability to identify, assess and manage potential human rights impacts over time.

The findings and recommendations from the HRIA were used to develop a Human Rights Action Plan that included programs focused on a number of areas including land use, security personnel and transparent local employment practices.

## Approach

Newmont believes that upholding fundamental human rights and respecting customs, cultures and values are critical aspects of sustainable development. Effectively identifying and managing human rights risks also is good business – it helps build relationships based on trust with host communities and governments; protects and enhances our reputation; improves our ability to access capital; complies with local, national and international laws; and is essential in attracting and retaining talent.

Our **Code of Conduct** commits us to respect and promote human rights, and our **Sustainability and Stakeholder Engagement Policy** includes an explicit statement that we will undertake human rights due diligence processes consistent with the United Nations' (UN) Guiding Principles on Business and Human Rights (the Guiding Principles) and the Organization for Economic Co-operation and Development (OECD).

We also voluntarily commit to the **UN Global Compact** and participate in its Human Rights Working Group Task Force on Business Engagement with Indigenous Peoples. As a member of the **International Council on Mining & Metals (ICMM)**, we work toward advancing the industry's approach to human rights.

Newmont has entered into one significant investment agreement that includes human rights clauses. This agreement is with the government of Suriname related to our Merian development project. We define “significant investment agreements” as those with governments that enable the development of a mine or advance exploration activities within their country.

We employ two primary mechanisms to monitor and track our human rights performance – our complaints and grievances (C&G) registers and the **Ethics Solutions Tool**. C&G registers – which are required at all sites – aim to address stakeholder concerns in a timely and effective manner to avoid conflict and build trust. The Ethics Solutions Tool provides our workforce and external stakeholders a confidential channel to report any concern about compliance with our Code of Conduct, including potential human rights issues.

Newmont recognizes that all communities have a fundamental right to preserve their culture and heritage. We strive to engage early and often with communities to identify, protect and manage sites having cultural or heritage significance to local stakeholders.

Our approach also includes standards and processes to avoid infringement of human rights related to environment, social and/or **land use considerations** and **indigenous peoples**. At the site level, our operations offer a range of human rights training programs tailored to local needs. These programs may include cross-cultural awareness; anti-bullying, security and human rights risks; and general information on human rights.

# Security Forces and Human Rights

Newmont is committed to respecting and promoting human rights while ensuring the safety and security of employees, contractors, visitors, facilities, equipment and materials. In addition to our Code of Conduct, our security program is governed by our obligations under the **Voluntary Principles on Security and Human Rights (VPSHR)** and the UN Global Compact.

Along with our duty to protect our employees, contractors and visitors, these obligations include providing human rights training for public and private security personnel who protect our people and facilities from crime, physical damage and business disruption.

Newmont is a formal participant in the VPSHR, and we commit to implement and promote the voluntary principles (VPs) and annually report on our efforts. The VPs are a set of principles that are designed to help companies in the extractive industries maintain safe and secure operations within a framework that respects human rights. Newmont has identified Peru, Indonesia, Ghana and Suriname as the primary focus areas for Newmont's VPSHR efforts.

## 2014 Performance

We began to develop a more integrated approach in 2014 to ensure we meet our obligations and commitments to respect the human rights of our workforce and the communities wherever we do business.

Our human rights strategy, which was developed by a cross-functional team, incorporates human rights considerations into our impact assessments, risks assessments, complaints and grievance mechanisms, business relationships, security and ongoing stakeholder engagement activities.

To support the strategy, in 2014 we developed a Human Rights Standard, which focuses on the key human rights risks at our sites and in our supply chain and details the minimum requirements and mechanisms for monitoring our performance. In addition, we developed guidance and training materials to support our sites as they begin implementing the standard in 2015.

During the year, we engaged with a targeted group of external stakeholders to conduct a review of our draft standard and also piloted the standard in two of our operating regions – Ghana and Peru. The review and pilots provided valuable feedback to ensure the standard was fit for purpose and implementable at the site level.

We also implemented our updated Cultural Resources Standard in 2014. The standard requires every site to develop a cultural resources management plan that includes a study of both physical and cultural heritage resources and intangible ones, such as traditions and livelihoods.

As a member of the VPSHR, we encourage host governments to join the organization and engage in mutual learning on security and human rights. In the regions where we operate, the governments of the United States and Australia have been participants since 2000 and 2013, respectively. And in 2014, Ghana became the ninth government participant in the VPSHR.

We completed annual training based on the VPSHR at our sites that employ public and private security personnel, and recorded and addressed all complaints and grievances related to human rights.

### **Training based on the Voluntary Principles on Security and Human Rights**

Region	Site/location	Total number of participants in security training	Cumulative hours of training
Africa	Ahafo, Akyem and Accra	687	10,992
Indonesia	Batu Hijau	1,986	7,944
South America	Yanacocha	38,828	39,038
<b>TOTAL* 41,501</b>		<b>TOTAL* 57,974</b>	

*\*NOTE: The numbers reflect the total attendance counted at all of the training sessions held in 2014. Many people attended several sessions during the year and were counted more than once to calculate the total hours of training. Yanacocha had, on average, 454 security personnel on site, including 37 full-time Newmont employees, 280 contractors and 137 government personnel.*

### **Complaints or grievances related to human rights**

	Number	Actions taken
Australia/ New Zealand	10	All matters involved allegations of discrimination and harassment in the workplace. Investigations occurred and penalties were applied, as appropriate, dependent upon severity. Three allegations were not substantiated.
Ghana	1	Matter related to allegation of discrimination regarding training opportunities. New procedures were created and implemented to address complaint.
Indonesia	4	Three matters related to land access issues, which are still being resolved through legal means in the local courts.

Number	Actions taken
North America 9	Matters involved allegations of discrimination in the workplace related to disability, gender, race, age, religion, and sexual harassment. Members of the Human Resources department and senior management investigated all allegations and penalties were applied, if appropriate, dependent upon severity. Discipline, in some instances, included termination.
Peru 3	Two matters related to government forces at the Conga project and one matter related to a land dispute (see explanations below).

A total of 32 grievances related to human rights were reported in 2014. Of these, 20 were classified as discrimination, harassment, and/or bullying in the workplace. Substantiated claims resulted in various disciplinary actions including dismissal.

Three grievances in Indonesia were related to land access and boundary issues and are being resolved through legal means in the local courts.

In Peru, two allegations have been made against the government of Peru and are being heard by the Inter-American Commission on Human Rights (ICHR). While these allegations of abuse are not made against Newmont, they are in relation to protest activities associated with our Conga project in Peru.

Newmont strives, in good faith, to be respectful of neighboring communities and to continually improve our environmental and social performance. In 2014, we responded to participants in the VPSHR regarding human rights allegations and legal developments related to a complex land dispute in Peru between our Yanacocha operation and members of the Chaupe family. Yanacocha has tried to resolve this dispute through direct dialogue, and remains open and willing to doing so. In the meantime, Yanacocha continues to pursue judicial avenues while making every effort to reduce tensions and minimize conflict. Additional background and detail on this matter is available on our [website](#).

## Future Focus

Implementation of our human rights strategy and standard is our primary area of focus for 2015 and 2016. Training will begin in 2015 to support integration at the regional and site levels and ensure compliance with the standard by 2017. Sites will be audited through Newmont's internal audit process.

As part of the standard's implementation, complaints and grievances (C&Gs) that have – or potentially have – human rights implications must be categorized as such. We also are working on a broader systematic categorization process to integrate all C&G registers by 2016.

We will continue to engage with the governments of Peru, Indonesia and Suriname to encourage their formal participation in the VPSHR.

# Our Workplace

Home / Our People / **Our Workplace**

## Advancing Our Journey Toward Greater Inclusion

Historically, the mining industry's workforce has been male-dominated, especially among leadership ranks.

With operations all over the world and recognizing the importance of attracting more diverse talent, Newmont launched business resource groups (BRGs) in 2014 to help foster the exchange of ideas and create a more diverse and inclusive culture.

BRGs can be effective advocates for change and often identify and provide solutions to important business matters. Common activities include enhancing employee engagement; promoting professional development; sponsoring program, policy, system and process changes; and representing Newmont in the community at recruiting and/or philanthropic events aligned with the goals of the BRG.

To ensure success, we assessed the level of employee interest and enthusiasm as well as existing informal groups. Based on the findings, we formalized the BRG structure in Australia and launched new BRGs at the corporate headquarters in Denver. To date, our BRGs represent the interests of women, veterans, multicultural and millennial generation employees.

Throughout 2014, the BRGs' contributions toward our goal of building a more inclusive workplace include:

- Launched a pilot mentoring program in Australia focused on the development of women;

- Created a learning series at our headquarters dedicated to increasing awareness about the areas and cultures where Newmont operates at our headquarters; and
- Hosted an event honoring those who served in the United States Armed Forces and partnered with veteran support organizations on volunteer and fundraising opportunities.

Lessons learned from the initial BRGs will inform improvements as we expand BRGs to additional regions.

## Approach

Our efforts to attract, retain and continuously develop top talent are guided by our **Code of Conduct** – which sets forth expectations for all Newmont employees, officers and Directors, and for contractors, vendors and other business partners when they are engaged in activities on our behalf.

Our global **People Policy** outlines the commitments we make to select and develop our employees, and establish a workplace where everyone takes an active part in reaching our strategic goals while feeling included and proud to work at Newmont. These commitments include:

- Investing in the success of our people through training and development, developmental assignments, performance management, succession planning and talent management, and supporting the capacity building of the **local workforce**.
- Treating all people with respect and providing a work environment free from discrimination based on national origin, race, religion, gender, sexual orientation, disability, age or any other attribute protected by law. We also prohibit harassment, bullying and any threats or acts of violence while conducting business for or on behalf of Newmont.
- Recruiting, promoting and retaining employees based on their qualifications for the required work and doing so in a manner that promotes equitable and transparent recruiting practices.
- Becoming an industry leader in global inclusion and diversity by maximizing local employment, creating a workforce that truly reflects the communities where we operate, and establishing a workplace where all people have the opportunity to achieve and contribute to their full potential.
- Investigating matters raised by employees through our formal and anonymous process and prohibiting retaliation against anyone raising a question, concern, complaint or grievance.
- Compensating people in a fair and equitable manner. While programs are **locally structured** and managed to reflect differences in local market conditions, culture, employee preferences and statutory requirements, our Total Rewards program is designed to provide a competitive compensation position in all locations and support equitable remuneration between men and women among job categories. The program is structured without bias among national origin, race, religion, gender, sexual orientation, disability, age or any other legally protected categories.

Supporting these commitments are our standards on Employment; Compensation and Benefits; Global Inclusion and Diversity; Labor Relations; Conduct and Non-Discrimination; and Talent and Performance Management.

To monitor and measure our performance, we conduct surveys – including our global employee survey, which provides all employees an opportunity to make their voices heard and give anonymous feedback on the direction of the business – and track key performance indicators such as attrition. To advance our inclusion and diversity goals, we monitor a number of metrics and track the implementation of actions and programs.

## Benefits by Major Operations

Newmont's compensation and benefit programs and practices for employees – of whom more than 99 percent are full time – are designed to be fair and equitable and support our ability to recruit, engage, reward and retain talent in each respective region.

In *Australia and New Zealand*, our employee benefits include comprehensive medical insurance; an employee and family assistance program; superannuation plan for retirement savings and general financial planning services; life and disability insurance; and various paid leave benefits such as holidays. Australia also offers additional benefits such as salary continuation, and long service and bereavement leave.

In *Ghana*, employee benefits include medical coverage; life insurance; short- and long-term disability; defined contribution pension with an employer contribution; national social security contribution; and paid leave benefits. Other benefits competitive for the market include funeral assistance; tertiary education compensation; mobilization; subsidy on interest on personal or auto loans; malaria prevention devices; and a long-service award. Senior management employees also have access to a company vehicle.

In *Indonesia*, we are currently negotiating a new collective agreement which may change our benefit offerings. Current benefit offerings include comprehensive medical and hospital subsidies, housing allowances and retirement savings plans.

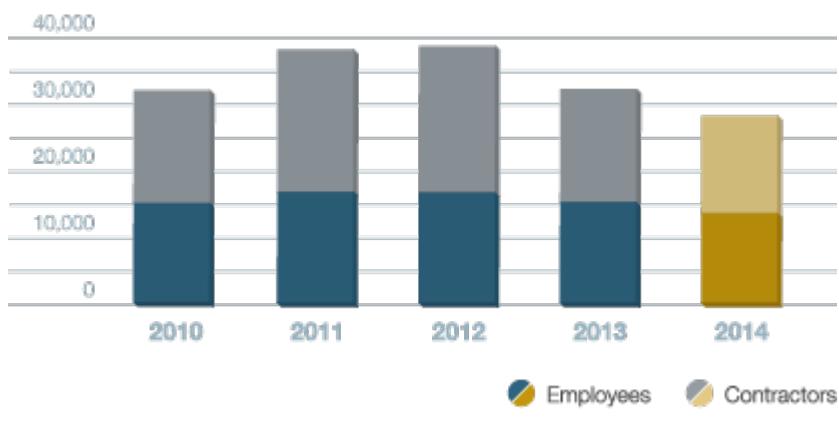
In *Peru*, employee benefits include medical insurance with dental and vision coverage, oncological insurance, life and accident insurance, short- and long-term disability insurance, medical evacuation and paid vacations. Other benefits competitive for the market include funeral assistance, bereavement and immediate family sickness leave and legal assistance for retirement planning.

In the *United States*, we offer a defined benefit pension plan; comprehensive health coverage inclusive of medical, dental and vision; wellness programs; an employee assistance program; life insurance; accidental death and disability insurance; short- and long-term disability; a defined contribution 401(k) plan with a company match; paid leave benefits; and tuition assistance, scholarships and service awards. Additional voluntary employee offerings include legal services, pet insurance, charitable gift matching programs and paid volunteer days.

On a global basis, stock ownership is awarded under a long-term incentive plan for employees in designated pay grades. Our Medical Benefits Abroad program provides coverage for employees and eligible dependents for accidents or illnesses that occur while traveling on approved business outside the country of residence.

## 2014 Performance

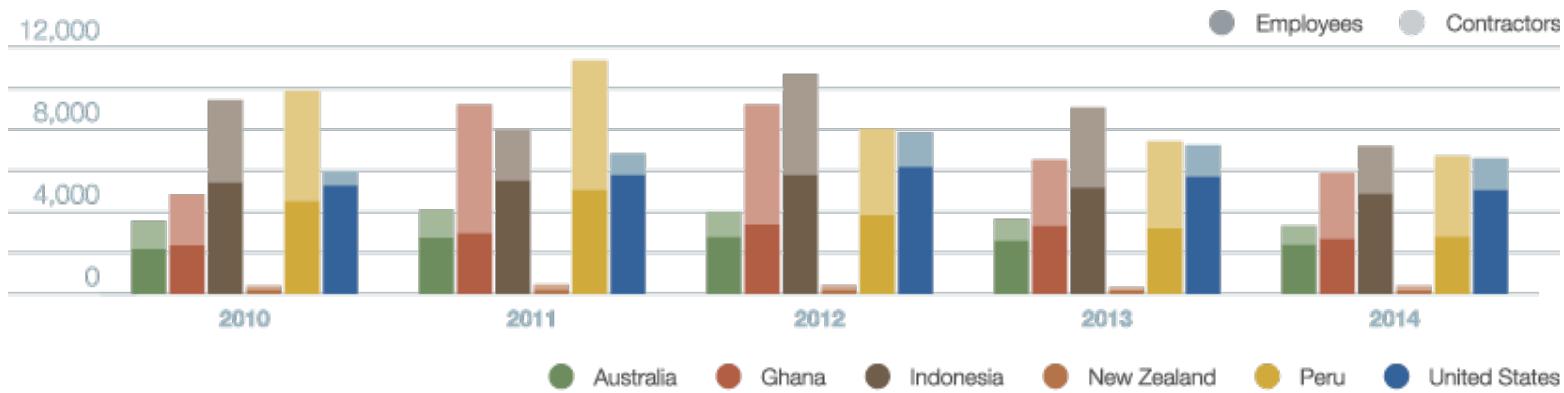
### Total workforce



Work continued in 2014 at the corporate headquarters, regional offices and sites to streamline our operating model to ensure Newmont remains profitable and thrives in all business cycles. Where reductions in force occurred, we followed a review and notification process and treated people fairly and with respect, along with providing competitive severance and transition benefits to those impacted.

At the end of 2014, Newmont's global workforce comprised more than 13,400 employees and 14,600 contractors, a decline of 12 percent compared to 2013.

## Employees and contractors by region



*Note: Employee and contractor numbers include personnel from operating sites only, not exploration or closure sites. Part-time employees comprise less than 1 percent of our total workforce.*

Representation of women among all employees remained at 11 percent. The percentage of women in senior leadership roles (both on the executive leadership team and in senior management) increased from 12 percent at the end of 2013 to more than 15 percent at the end of 2014. National representation in leadership ranks increased in two of our regions – growing to 11 percent in Africa and 64 percent in South America, compared to 7 percent and 50 percent, respectively, at the end of 2013.

### Female representation

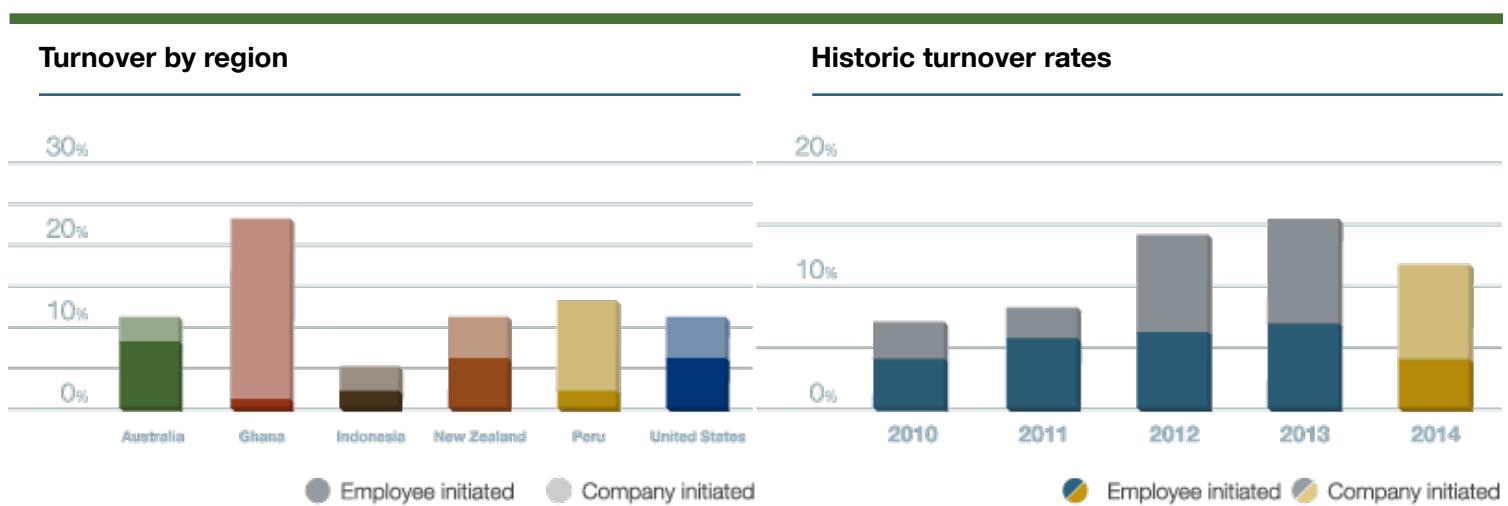
	2010	2011	2012	2013	2014
Total	11%	12%	12%	11%	<b>11%</b>
Board of Directors	17%	27%	27%	30%	<b>33%</b>
Executive leadership team	0%	0%	0%	33%	<b>33%</b>
Senior management	14%	13%	13%	12%	<b>16%</b>
Management	10%	11%	10%	9%	<b>9%</b>
Non-management	24%	25%	25%	23%	<b>24%</b>
Hourly/non-exempt	7%	8%	7%	7%	<b>5%</b>

*Note: The reported figure for senior management in 2013 has been corrected from the prior year's report.*

## Ratio of average female salary to average male salary

	Female employees	Average female salary (US\$)	Average male salary (US\$)	Ratio of average female salary to average male salary
Senior management/executive	22	\$290,291	\$283,887	1.02
Management	147	\$95,603	\$80,041	1.20
Non-management	634	\$66,192	\$71,930	0.92
Hourly/non-exempt	686	\$50,849	\$34,841	1.46
Total	1,489	\$65,338	\$49,398	1.32

The employee-initiated turnover rate averaged 3.9 percent during the year. Employee-initiated turnover declined from the previous year with our Australia/New Zealand region reaching the lowest level in the past five years and Indonesia successfully retaining employees upon resuming mining operations after a three-month shutdown.



## Total turnover by age group

Turnover by age group (2014)	Total number	Percentage
Total turnover by age group < 30	159	9.45%
Total turnover by age group 30 to 50	1,044	10.60%

Turnover by age group (2014)	Total number	Percentage			
Total turnover by age group 51+	398	17.55%			
<b>Total turnover by gender</b>					
	2010	2011	2012	2013	2014
Males					
Company initiated	345	339	1,176	1,069	<b>939</b>
Employee initiated	431	734	847	902	<b>451</b>
Total	776	1,073	2,023	1,971	<b>1,390</b>
Company-initiated rate	2%	2%	7%	8%	<b>8%</b>
Employee-initiated rate	3%	5%	5%	6%	<b>4%</b>
Total rate	5%	7%	12%	14%	<b>11%</b>
Females					
Company initiated	83	52	163	276	<b>128</b>
Employee initiated	122	155	200	169	<b>83</b>
Total	205	207	363	445	<b>211</b>
Company-initiated rate	0.6%	0%	1%	16%	<b>9%</b>
Employee-initiated rate	0.9%	1%	1%	10%	<b>6%</b>
Total rate	1.4%	1%	2%	25%	<b>14%</b>

Newmont strives to provide all employees feedback on their performance. The structure of that feedback varies among locations, job categories and workforce agreements. Of our total employee population, 59 percent participated in a formal performance review process via our global tool – called SuccessFactors – or a local one specific to the employee's location. For the majority of our employees, we redesigned our performance management program in 2014 to better connect employees to our

business strategy and provide a greater level of clarity about performance expectations. Where no formal process for performance management exists, we follow local protocols to connect employee skills and competencies to business performance.

We invested approximately \$9 million in training and development programs during the year. Programs, which vary in each region, may include on-the-job development and technical training for specific job functions, formal training and development programs – including courses on developing effective management and leadership capabilities – and ongoing education opportunities through **apprenticeships**, tuition assistance, and scholarships to universities and technical schools.

### **Training and development investment**

	2009	2010	2011	2012	2013	<b>2014</b>
Total (US\$M)	\$15.0	\$13.7	\$15.9	\$15.9	\$13.4	<b>\$9.0</b>
Total (hours)	925,396	816,838	799,223	1,179,573	1,080,603	<b>961,449</b>

### **Average hours of training per year, per employee by employee category**

	2010	2011	2012	2013	<b>2014</b>
Senior management	30	25	20	15	<b>23</b>
Management	72	60	74	85	<b>91</b>
Non-management/technical professional	60	37	43	74	<b>76</b>
Hourly	50	49	82	69	<b>68</b>

In 2014, we conducted a global employee survey in which more than 12,700 surveys were distributed to employees. Approximately 9,000 employees, 70 percent of all employees surveyed, participated. While overall employee engagement remains high, the findings showed room for improvement on how we communicate and create an environment where every employee can contribute to his or her fullest. As part of the survey, more than 500 eligible people managers – which represent approximately 46 percent of all eligible people managers – received additional feedback on their management effectiveness from their direct reports. Managers are encouraged to create action plans based on their individual results as well as those from the broader global employee survey.

While still in the early part of our journey to build a more inclusive and diverse global organization, we achieved notable milestones in 2014 including **recognition** for our diversity and inclusion efforts to

date and for being among the top 20 percent of Fortune 500 companies for representation of women directors. We also developed the framework to support employee-led business resource groups (BRGs), and either launched or expanded upon eight BRGs at the corporate office and in Australia.

At our regions and sites, Australia launched a Cultural Awareness initiative, which includes sessions facilitated by a local indigenous consultant and focused on expanding awareness and cultural understanding of the aboriginal community among employees at our regional office. Our North America operations sponsored the Mining, Metals and Materials Society's first summit on diversity. And in Peru, we launched an internship program focused on career opportunities for Cajamarquino students.

## Future Focus

We will continue our work to better understand the needs and motivations of current and potential employees to ensure Newmont remains competitive and is a place where exceptional people come to work and grow.

Particular focus in 2015 will be on further integrating inclusion and diversity into all aspects of our human resources processes and programs including recruitment, retention, leadership development, succession planning, and rewards and recognition. To create a more inclusive work environment, each region is developing a plan that addresses key regional development priorities, which may also include changes to human resources practices (e.g., work shifts) and/or enhancements to our talent management processes (e.g., recruiting and promotion processes).

In addition to our **local and indigenous hiring targets**, we set internal targets to increase the representation of nationals and women in our management ranks. All regions must provide an annual update to our Board of Directors and executive leaders on their respective progress against these targets.

As employee engagement is a key metric in determining an inclusive environment, we aim to increase our employee engagement scores for certain categories by 1 to 3 percent.

We will continue to invest in our people by offering leadership development and training programs that are designed to foster both employee growth and skills development.

# Workforce Rights

Home / Our People / **Workforce Rights**

## Engaging Employees in Uncertain Times

As a result of copper concentrate export restrictions at the Batu Hijau mine in Indonesia, the operation was forced to ramp down operations in June 2014, placing around 80 percent of the mine's 4,000 employees on paid leave.



During the demobilization, leaders worked to minimize the impact to employees as much as possible by maintaining base pay for non-staff and reduced salaries for staff, providing educational assistance and continuing health insurance.

Site leadership used a number of communications tools – including discussions with union representatives, group meetings with leadership and one-on-one sessions with people managers – to engage, inform and encourage employees to ask questions and share opinions during a time of many uncertainties.

Once exports resumed and operations progressively restarted in mid-September – three months later – employees were remobilized in stages so they could attend refresher safety training to ensure the thousands of employees and contractors resumed work in a safe and efficient manner.

## Approach

We strive to build a workplace culture that protects people's rights, develops leaders and allows every person to thrive, contribute and grow. Our **Code of Conduct** (the "Code") and **People Policy** guide our approach and detail our commitment to protecting employee rights and ensuring a respectful workplace free from discrimination, harassment and violence.

Supporting this Code and policy are our standards on Employment; Compensation and Benefits; Global Inclusion and Diversity; Labor Relations; Conduct and Non-Discrimination; and Talent and Performance Management.

Newmont provides multiple methods for employees, contractors, vendors and other parties engaged on Newmont's behalf to submit complaints concerning a failure to uphold our Code, or any other policy, standard or procedure. Methods include communication with managers, human resources, regional Ethics Advocates and the **Ethics Solutions Tool**. Complaints are subject to prompt and appropriate investigation, and no individual will be retaliated against for reporting a good faith complaint.

We respect our employees' right to join unions and engage in collective bargaining without interference or fear of retaliation, and we work to build productive relationships with our employees and the organizations they choose to represent them.

Newmont is committed to providing timely disclosure of significant operational changes to all employees. Of our seven operations with collective bargaining agreements, the minimum notice period for communicating operational changes is four weeks at three of our sites. At Ahafo and Akyem in Ghana, the minimum notice period is seven days for operational changes and 12 weeks for a reduction in force. Two sites – Tanami and Yanacocha – do not have minimum notice period requirements.

We comply with all local laws pertaining to work hours and overtime, and we do not engage in, or condone, any form of child, forced or compulsory labor at any of our sites.

## 2014 Performance

At the end of 2014, more than half of our workforce (56 percent) was represented by a union, bargaining unit or workplace agreement.

## Percentage of our workforce represented by union or workplace agreement

Countries	2010	2011	2012	2013	<b>2014</b>
Australia	34%	15%	14%	9%	<b>10%</b>
Ghana	79%	100%*	100%*	100%*	<b>100%*</b>
Indonesia	82%	82%	85%	88%	<b>91%</b>
New Zealand	25%	24%	27%	28%	<b>30%</b>
Peru	21%	19%	17%	24%	<b>26%</b>
United States	32%	32%	32%	35%	<b>39%</b>
Global total	49%	48%	51%	54%	<b>56%</b>

*\*International workers who are not represented by a union or collective bargaining agreement are less than 1 percent of our total workforce in Ghana.*

We negotiated a new workplace agreement at our Waihi operation in New Zealand during the year. Negotiations were productive and the resulting agreement balanced fair wages and benefits with work practices that help keep our business competitive. We began collective bargaining agreement negotiations with the unions representing employees in Indonesia and Ghana. We also signed a memorandum of understanding with the union that represents our workforce at Ahafo in Ghana regarding reductions in force and payout packages to affected employees. There were no strikes or lockouts in 2014 that exceeded one week.

## Future Focus

We expect to conclude negotiations and reach new workplace agreements with the unions representing employees in Indonesia and Ghana in 2015.

# Health and Safety

Home / Our People / **Health and Safety**

## Leadership Coaching Drives Results

Our goal is to create a culture of zero harm and a workplace committed to eliminating fatalities and preventing injuries and occupational illnesses. Achieving and sustaining this cultural transformation requires leaders to visibly demonstrate that nothing is more important to our success than safety.



In 2014, we launched a formal Safety Leadership Coaching program at seven sites including the Carlin portal (underground) mines in Nevada. The program covers six important topics – demonstrating visible felt leadership; communicating effectively; identifying hazards; managing risks; exhibiting operational discipline; and encouraging vital behaviors.

After completion of the 6-month program, frontline workers at the portal mines rated their supervisors' ability to interact from a safety leadership standpoint around 40 percent higher than prior to the program.

More importantly, the total recordable injury frequency rate (TRIFR) at the portal mines fell dramatically – from 2.55 incidents per 200,000 hours worked in 2013 to 0.82 in 2014 – and at the end of the year the mines reached a new record for the longest number of days with zero recordable injuries, supporting the fact that safety coaches make a significant difference.

In addition to plans to hold leadership coaching programs at all our remaining sites by the end of 2015, we continue to share our approach and learnings with industry peers to strengthen safety practices and policies across the industry.

## Approach

Newmont's goal is a culture of zero harm – defined as a workplace free from injuries and illnesses and measured by zero fatalities and the lowest injury and occupational illness rates by 2018 among International Council on Mining and Metals (ICMM) member companies.

To achieve this goal and lead the industry in health and safety, we place equal focus on two key areas to drive our performance – the systems and processes that detail our commitments and requirements, and the behaviors and culture that motivate people to choose more healthy and safe choices.

Newmont's commitment to protect the health and safety of our employees, business partners and visitors is articulated in our **Health and Safety Policy**. A set of management and technical standards – which are included in our global Health and Safety Management System – provide the governance, structure and minimum requirements to achieve our goal and continually improve our performance.

Newmont's Safety Journey – our global strategy to achieve zero harm – focuses on four strategic areas:

- *Health and Safety Leadership* – A truly sustainable safety culture requires visible felt leadership – where leaders demonstrate accountability for the safety of their teams and a genuine commitment to caring about people. Recognizing the important role of frontline supervisors in building a culture of zero harm, in 2014, we launched a Safety Leadership Coaching program focused on improving frontline supervisors' safety leadership.
- *Behaviors and Engagement* – Creating an environment where people feel empowered to only work safely, stop work when they feel at risk, and have the courage to approach others when they see less safe behaviors or hazards is vital to achieving a culture of zero harm. Our Vital Behaviors program, which is led by opinion leaders from throughout the ranks, helps workers identify and reinforce the behaviors that matter most to them. Personal safety plans and our performance management system also help support efforts to engage employees and encourage them to improve their own safety attitudes, behaviors and beliefs.
- *Fatality Prevention* – Our critical risk management process identifies the key health and safety risks in our business. We have increased our focus on identifying and managing critical controls – those controls that can either prevent serious incidents from happening or minimize the consequences if such an incident were to occur. Our internal health and safety audit program tests compliance with the systems and standards that govern risk management and other aspects of our health and safety program. Our site-based systems are aligned to Occupational Health and Safety Assessment Series (OHSAS) 18001 standards.
- *Occupational Health and Wellness* – Positively influencing the health and wellbeing of our people and reducing harmful operational health exposures are as vital as protecting their safety. We focus on

three areas of performance – industrial hygiene, medical services and wellness. Health risk assessments and chemical management plans aim to anticipate, recognize, evaluate and control a variety of occupational health hazards. Education on nutrition and exercise, “fit-for-duty” programs and on-site healthcare clinics with trained medical professionals are designed to raise awareness and promote overall better health.

We measure our health and safety performance by tracking lagging indicators – such as injury rates – as well as important leading indicators – such as safety interactions and the completion of actions – that influence our performance. All significant incidents and accidents are investigated. Investigations and corrective actions to prevent reoccurrence related to serious potential events, serious accidents and all fatalities are reported to the executive leadership team and Board of Directors.

Technical training is provided to all employees working at our mine sites, and safety inductions are conducted for all visitors to our sites. All members of our mine rescue and emergency response teams participate in specialized training as well as competitions and mock drills.

## Learning and Sharing Best Practices

We are committed to learning from and sharing best practices with other industry players. We also take part in programs sponsored by the ICMM, the Mining Safety Roundtable, and the Earth Moving Equipment Safety Round Table to improve our performance. Finally, we participate in regional health and safety programs supported by the United States National Mining Association – including its CORESafety program, which sets a common path for mining companies to eliminate fatalities and cut serious injuries in half by 2017 – as well as the Western Australia Chamber of Minerals and Energy, the Ghana Chamber of Mines and similar associations.

## 2014 Performance

In 2014, we met and exceeded our target of a Total Recordable Injury Frequency Rate (TRIFR) of less than 0.5 with a TRIFR of 0.39, a new record low. This rate was among the lowest of all ICMM member companies.

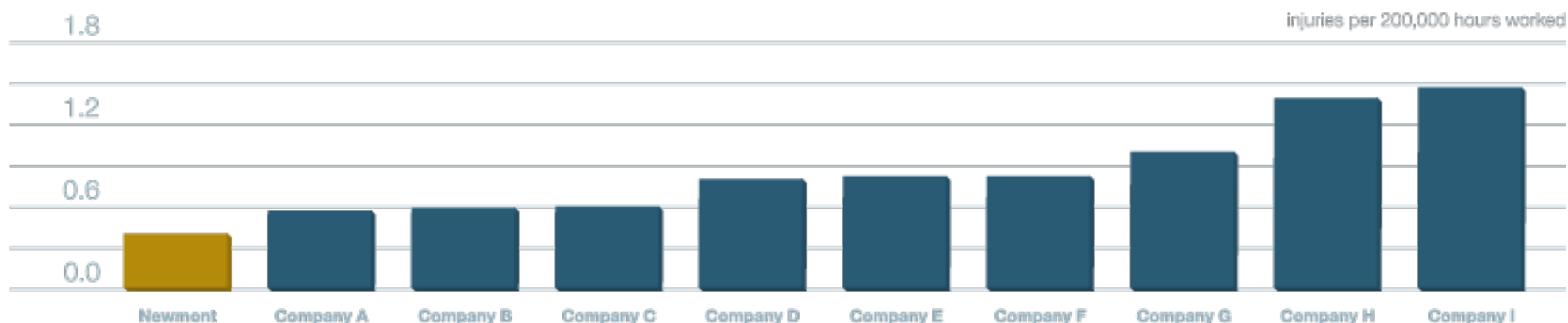
With contractors comprising more than 50 percent of our workforce, we conducted an internal review and implemented recommendations to improve contractor training programs and pre-qualification checks and conduct regular safety reviews in contractor work areas. The injury rate among contractors declined by 14 percent compared to 2013.

Regrettably, we did not achieve our goal of zero fatalities with the loss of Simon Donkor, a crusher operator at our Akyem operation, and George Ayamah, a contracted security guard at our Ahafo mine. We also experienced an increase in serious injuries – those injuries that impact someone's life for a substantial period of time – which rose to nine compared to six in 2013.

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### Total Recordable Injury Frequency Rate (TRIFR) among ICMM member companies

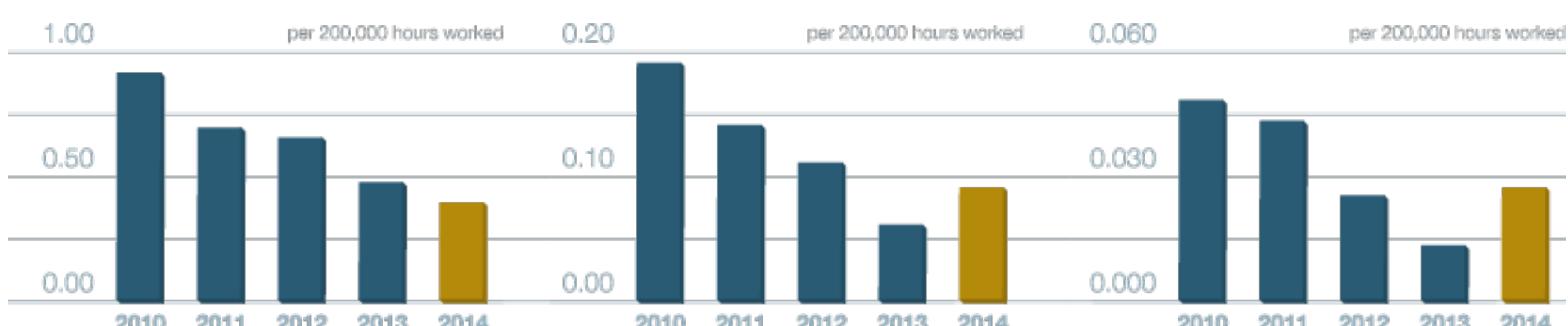
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### Total Recordable Injury Frequency Rate (TRIFR)\*   Lost time injury frequency rate (LTIFR)\*   Serious injury frequency rate (SIFR)

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## Safety statistics by region

Region	Exposure hours	Fatalities	Lost time injuries*	Restricted work injuries*	Medical treatment injuries*	Lost days	2014 LTIFR	2014 TRIFR
North America	9,791,768	0	9	22	1	497	0.18	0.65
South America	15,710,455	0	5	1	8	95	0.06	0.18
Australia/New Zealand	11,213,767	0	10	27	32	433	0.18	1.23
Africa	13,025,534	2	4	1	5	359	0.06	0.15
Indonesia	15,375,348	0	2	1	1	53	0.03	0.05

*Note: In 2014, we changed our terms (replaced the word “accidents” with “injury”) to improve the accuracy of the descriptor and to better align with our ICMM peers. This terminology change had no impact on how we measure our results.*

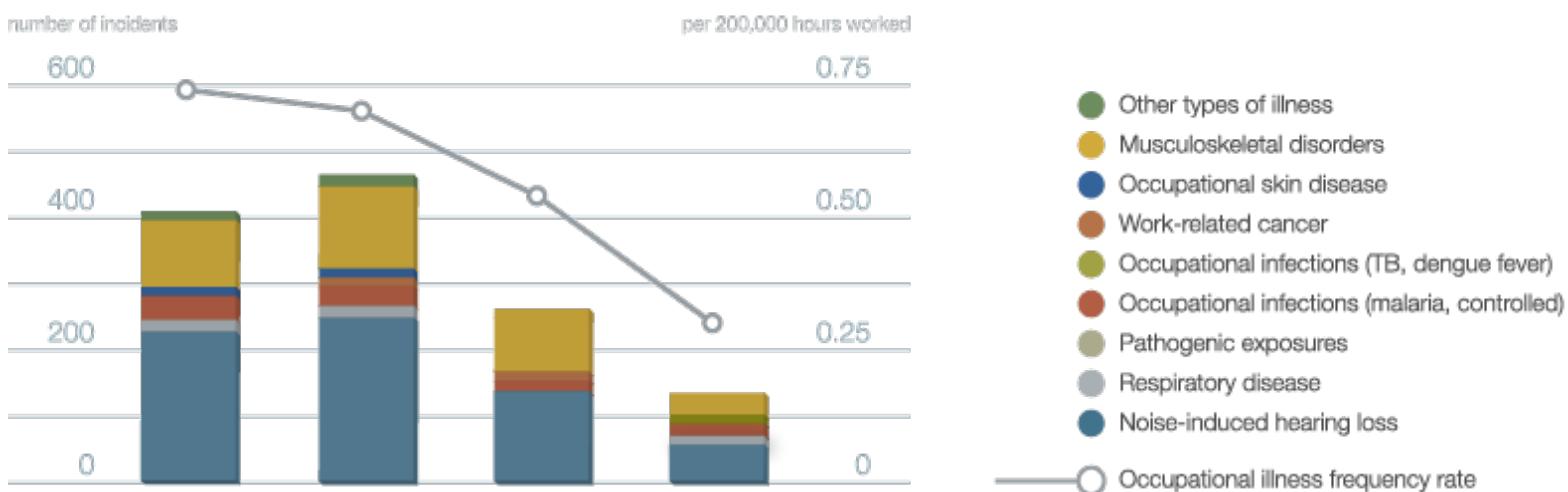
Among our behavior, engagement and leadership programs, seven sites held Safety Leadership Coaching workshops where leaders were selected as coaches to provide frontline supervisors coaching in key health and safety competencies. Our Vital Behaviors program continued across our sites, and nearly 170,000 safety interactions were conducted during the year, well exceeding our target.

As part of our critical risk management process, four out of our five regions completed Semi-Quantitative Risk Assessments (SQRA) to more effectively manage the risks of serious incidents and better define critical controls for our top fatality risks at every site.

Finally, we completed 98 percent of actions resulting from our 2013 audits.

In 2014, Newmont's Occupational Illness Frequency Rate (OIFR) declined as compared to 2013 as incidences of noise-induced hearing loss, malaria and musculoskeletal disorders declined.

## Illness by type + occupational illness frequency rate



Note: In 2013 we made improvements to our data management process, including tracking more relevant occupational illness categories and eliminating a category not related to exposures in the occupational workplace. These improvements are reflected in data beginning in 2011.

Our 2013 audits identified opportunities for improvement in our occupational health programs. In 2014, we addressed these findings by completing health risk assessments, implementing chemical management plans and developing plans to address the most prevalent health risks.

With health and wellness an important part of achieving zero harm, we benchmarked our health and wellness programs against industry peers and identified opportunities to enhance health risk management.

Our site-based health clinics – which serve both employees and host community members – performed self-assessments to ensure consistency in management, reporting, costs and levels of care.

Finally, we supported efforts and committed a number of resources toward halting the spread of the deadly Ebola virus.

## Newmont Joins Global Fight Against Ebola

To aid in the health and humanitarian fight against the world's deadliest outbreak of the Ebola virus in 2014, Newmont joined other mining companies that operate in West Africa to call on the international community to step up the fight against Ebola. We also became active participants in a coalition of private companies, government agencies and NGOs working to halt the spread of the disease in West Africa.

In addition to double-matching employee contributions to the Red Cross relief efforts, in Ghana we

donated a medical support package to help prepare the country for any potential outbreak; launched a sustained education and awareness campaign; and developed screening and isolation procedures in coordination with Ghana's regional and district health services. And we partnered with [Project C.U.R.E.](#) – an international humanitarian relief organization – to deliver donated medical supplies and protective gear worth more than \$700,000 to Guinea and Liberia.

Newmont's Ebola Preparedness Plan, which was developed in collaboration with our medical services provider, [International SOS](#), aims to help us manage the disease in the event the virus is detected in Ghana and, subsequently, in our mine areas.

## Future Focus

Our work to achieve a culture of zero harm will continue across multiple fronts to meet our objective to reduce our TRIFR by another 10 percent by the end of 2015.

Our behavior, engagement and leadership programs will continue at all sites; Safety Leadership Coaching workshops will be held at Batu Hijau, Yanacocha and the remaining sites in Nevada.

In 2015, Batu Hijau in Indonesia will complete its SQRA. Globally, we will focus on improving critical control management of the key health and safety risks identified at all our operations.

Overall health and safety audits are planned during mid-2015. These audits will include assessments of our performance against standards and will verify critical control plans for our top five fatality and top three health risks.

At the end of 2014, Newmont established a medical advisory board consisting of seven outside medical professionals representing each region in which we operate. In 2015, the board will begin work to establish standardized medical and administrative protocols and better integrate industrial hygiene and voluntary wellness programs into our overall efforts.

As part of our efforts to reduce exposure to occupational health risks, sites and regions will establish baseline data in early 2015 and begin using common methodology and database tools to improve the tracking, monitoring and reporting on our performance.

Because every site has different health areas of focus and concern, we plan to implement in 2015 an Occupational Health and Wellness Standard that sets minimum requirements while allowing sites to prioritize local health drivers. Other efforts to positively influence the health and wellness of employees include establishing internal wellness committees and increasing awareness through voluntary "Know Your Numbers" initiatives.

# Financial and Operating Performance

Home / Economic and Social Performance / Financial and Operating Performance

## Approach

Newmont is committed to building a sustainable, competitive business that benefits our stakeholders.

Guiding our approach to creating value for our stakeholders is our **business strategy**, which is to achieve first quartile shareholder returns by:

- *Securing the gold franchise* – by running our existing business more efficiently and effectively
- *Strengthening the portfolio* – by building a longer-life, lower-cost asset portfolio
- *Enabling the strategy* – through capabilities and systems that create competitive advantage

## 2014 Performance

The success of our strategy depends on our ability to deliver on our commitments. Despite continued metal price volatility and an export ban on copper concentrates in Indonesia that shut down production for three months, we made significant changes to create **a more focused and profitable business**.

We ended the year meeting or exceeding the targets we set to measure our performance across our five strategic pillars:

Health and Safety	Operational Excellence	Growth	People	Sustainability and External Relations
<b>2 years in a row</b> Achieved lowest injury rates in Newmont history 	Lowered consolidated spending by nearly <b>\$1.7 BILLION</b>	<b>DIVESTED</b> <b>\$1.4 BILLION</b> in non-core assets	 <b>REFRESHED</b> Code of Conduct Policies, Vision and Values	 Implemented new country risk and water management practices

- *Health and safety* – achieved the lowest injury rates in Newmont history for the second year in a row and led industry efforts to prevent the spread of the world's worst Ebola outbreak
- *Operational excellence* – delivered steady gold production and achieved notable cost, efficiency and technical foundation improvements including a step-change in performance at Tanami; realignment of mining and milling rates at Ahafo; and a solid first-year performance at Akyem
- *Growth* – divested nearly \$1.4 billion in non-core assets since 2012 and, when combined with cost reductions, provided the means to advance projects such as the Turf Vent Shaft in Nevada and Merian, a new gold mine in the highly prospective Guiana Shield gold district in Suriname
- *People* – advanced a fit-for-purpose corporate headquarters and refreshed our Code of Conduct, policies, vision and values
- *Sustainability and external relations* – implemented new country risk and water management practices to improve Newmont's social and environmental performance

### **Financial highlights**

(as of December 31, 2014)	2011	2012	2013	2014
Attributable gold production (Koz)	5,166	4,977	5,065	4,845
Attributable copper production (Mlbs)	223	173	179	191
Average realized gold price (\$/ounce)	\$1,562	\$1,662	\$1,393	\$1,258
Average realized copper price (\$/lb)	\$3.54	\$3.43	\$2.98	\$2.65
Sales (in millions)	\$10,441	\$9,964	\$8,414	\$7,292
Dividends paid per share	\$1.00	\$1.40	\$1.225	\$0.225

*Note: In 2014, we filed a Form 8-K regarding a change to our reportable segments. Revisions to address this change were incorporated for all periods dating back to 2011.*

Other significant developments in 2014 include:

### *January*

- Provided update to the public regarding the new regulations in Indonesia regarding the export of copper concentrate that took effect on January 12, 2014

### *February*

- Completed the sale of the Midas underground operation in Nevada to Klondex Mines Ltd. for total consideration in excess of \$83 million
- Closed five-year, amortizing term loan of \$575 million and renewed \$3.0 billion corporate revolving credit facility

### *March*

- Suffered the tragic loss of Simon Donkor as a result of an accident at the Akyem mine in Ghana
- Divested 5.4 percent equity interest in Paladin Energy for cash proceeds of \$24 million

### *April*

- Suffered the tragic loss of George Ayamah, a contracted security guard at the Ahafo mine in Ghana
- Approved a new **Code of Conduct** and the policies that support the standards all Newmont representatives agree to uphold
- Published Newmont's 2013 sustainability report
- Published first **Conflict-Free Gold Report** as part of the Company's commitment to responsible and ethical business practices

### *May*

- Announced agreement to sell the Junee underground mine in Australia

### *June*

- Suspended operations and invoked the force majeure clause of the Contract of Work (CoW) at the Batu Hijau mine in Indonesia due to the government's restrictions on the export of copper concentrate

### *July*

- Completed the sale of the Junee underground operation in Australia to Northern Star Resources Limited for total proceeds of approximately \$91 million
- Launched the Corporate Full Potential program to deliver cost and efficiency improvements and a fit-for-purpose corporate headquarters
- Announced decision to develop new Merian gold mine in Suriname marking an important milestone

in the Company's portfolio optimization process

### *August*

- Announced decision to develop Correnso underground mine in New Zealand to further extend the life of the Waihi operation
- Secured Right of Exploitation from the government of Suriname, the final milestone to commence construction of the Merian project

### *September*

- Announced agreement to sell stake in Penmont joint venture in Mexico
- Recognized in the Dow Jones Sustainability World Index for the eighth consecutive year
- Secured export permit from the government of Indonesia and safely resumed operations at Batu Hijau

### *October*

- Completed sale of interest in Penmont joint venture for \$450 million

### *November*

- Announced decision by the government of Suriname to exercise its option to participate in a fully funded 25 percent equity ownership stake in the Merian project

### *December*

- Employees, community members, government officials and other leaders celebrated the ground breaking of the Merian project in Suriname
- Excavation of the Turf Vent Shaft reached its full depth of 2,050 feet with the project on track to achieve commercial production in late 2015

## **Future Focus**

In 2015, we will continue to execute our strategy, which is to improve our underlying business, strengthen our portfolio, and develop the people, systems and capabilities we need to become the world's leading gold business.

Our focus is on continuing to reduce our injury rates and sharpening our focus on health.

Cost and efficiency improvements are expected to more than offset inflation. We expect to increase attributable gold production with increased production in Suriname and Nevada and improvements in Australia are expected to offset declining production in Peru. We will fund and progress our best

projects and exploration prospects while maintaining positive free cash flow.

Finally, we will build on our strong technical fundamentals and investments in systems, strengthen our financial flexibility and effectively engage with shareholders, employees and other stakeholders.

# Value Sharing

Home / Economic and Social Performance / Value Sharing

## Creating Shared Value in Mining

Done right, mining can be a powerful catalyst for economic and social development.

One measure of our sustainability performance is our direct and indirect economic impact on the local communities and nations that host our operations. Wages and benefits, taxes and royalties, procurement of goods and services, and investments in community development and capacity are direct contributions. Much harder to quantify, but equally important, are the indirect benefits – job opportunities and business creation that are fostered by our suppliers, our suppliers' suppliers and spending by mine workers.

In a 2014 [research paper](#) by the Foundation Strategy Group, Newmont's worker apprenticeship program in Ghana was highlighted as a way for natural resource companies to deliver positive social outcomes by tying business success to the prosperity of host communities and countries.

These programs at our Ahafo and Akyem mines deliver shared value by providing opportunities for local community members to acquire the skills needed for trade and technical jobs such as electricians, mechanics, mine maintenance and operations technicians and welders. In return, graduates of the program provide Newmont with a qualified, trained local workforce. Since the program began in 2005, virtually all of the graduates have been employed by the Company.



## Approach

Newmont's purpose is to create value and improve lives through sustainable and responsible mining. Driving shared value – through wages and benefits, taxes and royalties, procurement of goods and services, and investments in community initiatives – is a key element of our **sustainability strategy** and a commitment expressed in our **Sustainability and Stakeholder Engagement Policy**.

Our standards and systems – as well as global frameworks such as the International Council on Mining and Metals' (ICMM) **Principles for Sustainable Development** – support our strategy and policy by measuring our impact and driving alignment, transparency, accountability and performance throughout the business.

Along with direct economic investments and contributions, we seek to develop resources in a manner that results in positive, broader development through **local content development**, **community investments** and effective **community engagement**.

We commit to transparency around payments to governments consistent with the principles and standards of **Publish What You Pay** – an international coalition of NGOs that advocates for open disclosure of company payments and government revenues from the extractive industry.

Government effectiveness – including regulations, laws, control of corruption, revenue management and benefit sharing – has a significant impact on our operations and ability to translate mineral development to socio-economic advancement. Through partnerships and collaboration we work to strengthen the governance and capacity of public institutions. For example, Newmont supports and is actively involved in the **Extractive Industries Transparency Initiative (EITI)**. EITI is a coalition of governments, companies, investors, civil society groups and international organizations whose goal is to promote transparency regarding payments by resource companies to governments, as well as transparency on how governments allocate these revenues.

EITI aims to strengthen governance, which in turn helps build trust and more effectively direct revenues from natural resources toward economic and social development. As an original signatory to the EITI in 2002, we support the initiative's implementation in countries where we operate and are current members of the United States Multi-Stakeholder Group. Today, Ghana, Indonesia and Peru are EITI compliant countries; Australia is evaluating EITI candidacy; and in March 2014, the EITI accepted the U.S. as a candidate country.

We also seek to understand and measure our direct and indirect impacts through independent socio-economic studies, such as the Foundation Strategy Group report (**see above**).

## 2014 Performance

Metal prices are cyclical in nature, and the price fluctuations in gold and copper prices directly impact Newmont's financial performance. Lower metal prices in 2014 also impacted our broader direct economic contributions associated with tax and royalty payments and our contributions to host countries through employment, local purchasing, and community investments.

During the year, we made significant progress in renegotiating our Investment Agreement with the government of Ghana to ensure fair and predictable fiscal arrangements that support profitable and responsible mining operations capable of delivering shared value to all stakeholders.

In 2014, our direct economic contributions totaled \$6.82 billion, including \$232.2 million in taxes and \$145.6 million in government royalties.

### Economic value distributed (in millions)

Country	Operating costs	Employee wages and benefits	Payments to providers of capital	Payments to governments	Community investments	Total
Australia	\$1,589.15	\$383.79	\$1.80	\$(46.55)	\$1.21	\$1,929.40
Ghana	\$309.20	\$83.88	\$0	\$112.95	\$3.53	\$509.56
Indonesia	\$324.23	\$104.00	\$10.53	\$36.22	\$8.43	\$483.41
New Zealand	\$67.30	\$11.90	\$0	\$4.69	\$0.73	\$84.62
Peru	\$982.50	\$172.60	\$0	\$189.86	\$11.20	\$1,356.16
United States	\$1,203.54	\$664.89	\$503.73	\$80.90	\$2.87	\$2,455.93
<b>Total</b>	<b>\$4,475.92</b>	<b>\$1,421.05</b>	<b>\$516.06</b>	<b>\$378.05</b>	<b>\$27.97</b>	<b>\$6,819.06</b>

### **Economic value generated (in millions)**

Country	Revenues
Australia	\$2,067
Ghana	\$1,166
Indonesia	\$473
New Zealand	\$167
Peru	\$1,210
United States	\$2,057
<b>Total</b>	<b>\$7,140</b>

### **Economic value retained\* (in millions)**

Country	Total
Australia	\$137.60
Ghana	\$656.44
Indonesia	\$(10.41)
New Zealand	\$82.38
Peru	\$(146.16)
United States	\$(398.93)
<b>Total</b>	<b>\$320.92</b>

\* “Value retained” is calculated by subtracting our economic “value distributed” – operating costs, employee wages and benefits, payments to providers of capital, payments to governments and community investments – from our economic “value generated” (i.e., revenues).

### **Taxes and royalties (in millions)**

Country	Government royalties	Taxes	Total	Percent of total
Australia	\$67.91	\$(114.46)	\$(46.55)	-12%
Ghana	\$38.79	\$74.15	\$112.94	30%
Indonesia	\$17.98	\$18.24	\$36.22	10%
New Zealand	\$2.11	\$2.57	\$4.68	1%
Peru	\$18.81	\$171.04	\$189.85	50%
United States	N/A	\$80.63	\$80.63	21%
<b>Total</b>	<b>\$145.61</b>	<b>\$232.17</b>	<b>\$377.77</b>	<b>100%</b>

Rebates and refunds from governments received in 2014 were \$101.0 million. This includes \$62.5 million in Australia attributable to a diesel fuel rebate and \$38.5 million in Ghana due to value added tax rebates.

## **Future Focus**

While Newmont has conducted socio-economic studies, we are evaluating opportunities to more effectively catalyze the long-term socio-economic development of our host communities and countries. The lessons learned from previous third-party studies, our experience in scaling participation from in-country suppliers, and our continued efforts to leverage other development partners will help us achieve our commitment to both create and share value and enhance our approach.

# Local Employment and Business Opportunities

Home / Economic and Social Performance / Local Employment and Business Opportunities

## Program Beneficiary Pays It Forward

In 2007, Alex Boampong – a chainsaw operator who harvested timber from the forests near Newmont's Ahafo mine in Ghana – enrolled in the Ahafo Linkages Program (ALP). Newmont, with support from the International Finance Corporation (IFC), created the ALP in 2007 to increase the competitiveness of micro, small and medium enterprises in the communities near the mine.



Through the training provided by the ALP, Mr. Boampong acquired the management skills and techniques that helped him establish and formalize business practices, provide services to the mine and hire the people – including engineers and accountants – needed to support his growing business.

Today, Mr. Boampong is the Chief Executive Officer of Alexiboam Company Limited – a construction and chainsaw company that is one of the largest private employers in the Brong-Ahafo region, now employing more than 180 people and providing services not only to Newmont but to other mining companies across Ghana as well.

In 2012, Alexiboam Company Limited was recognized as the Young Enterprise (Innovation and Entrepreneurship) of the Year by the Association of Ghana Industries. Along with being a valued employer in the Brong-Ahafo region, Mr. Boampong is a strong community supporter. In 2014, Alexiboam and the Newmont Ahafo Development Foundation (NADeF) formed the NADeF/Alexiboam Scholarship to help accomplished students from the Ahafo community pursue continued education. The first recipient of the scholarship is expected to be selected in 2015.

The ALP, which ran from 2007 to 2010, mentored around 90 local businesses employing more than 200 people. Since 2007, the Ahafo mine has awarded more than \$60 million in contracts to local suppliers.

## Approach

Hiring and sourcing locally is a key element in building positive, long-term relationships and can provide business benefits through cost reductions and efficiency improvements. We collaborate with our host communities and governments to transform the potential of resource development into sustainable socio-economic development.

Our commitment to provide local economic development opportunities is stated in our **Sustainability and Stakeholder Engagement Policy**. Guiding our approach is our Local Procurement and Employment Standard, which sets the minimum requirements to proactively plan, manage and monitor our performance throughout the mine lifecycle to ensure our operations create direct and indirect jobs and business opportunities.

Using data from baseline studies and in consultation with stakeholders, all sites are required to develop plans that promote local employability and skills development; diversity of workforce; small business development for locals; and sustainable business opportunities. These plans, which are reviewed annually, define and prioritize objectives and include key performance indicators to measure the programs' effectiveness and opportunities for improvement.

To ensure programs align with expectations and commitments, as well as community investment strategies, sites are required to regularly communicate to local stakeholders the job and procurement opportunities that are available and the recruiting and procurement procedures we follow.

All suppliers – which range from local community members who weave coconut mats for reclamation to multinational conglomerates – must agree to meet our quality, terms, delivery, service and competitive pricing requirements, as well as conduct business in an ethical, environmentally sensitive and socially acceptable manner. In regions where there may not be enough qualified local suppliers, we work with governments and NGOs – as well as our current suppliers – to support and implement programs that help local businesses improve their capacity to be considered as suppliers to our projects and operations.

In consultation with host communities, we establish local employment targets and, where needed, offer training programs to develop the skills needed for employment at the mine.

## 2014 Performance

### Local Employment and Skills Development

In Ghana, our short-term targets for the total workforce to represent communities near the Ahafo and Akyem mines are 24 and 35 percent, respectively; the longer-term goal is 50 percent within 10 years of commencing operations. At the end of 2014, local community members represented 40 percent and 49 percent of the total workforce at Ahafo and Akyem, respectively.

In 2014, 90 local students from the communities near Ahafo and Akyem were enrolled in the four-year Newmont Ghana Apprenticeship program, which offers skilled mechanical and electrical specialist training. Graduates of the program are offered employment in a variety of roles including control room operators, process operators, tradesmen, welding and maintenance. Out of a total of 487 graduates since the program began in 2005, 483 graduates are currently employed by Newmont.

As part of our Aboriginal Employment Strategy in Australia where Newmont has two operations – Boddington and Tanami – we set targets for indigenous community members to represent 10 percent and 15 percent of the total workforce, respectively, by 2018. These targets are higher than the Australian mining industry's average of 4.7 percent. At year-end 2014, the sites achieved 5.3 percent and 12.7 percent, respectively.

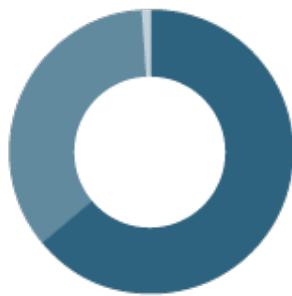
Both Boddington and Tanami employ pre-vocational training and other programs to engage indigenous job seekers and increase employment. Tanami's Indigenous Training and Familiarization Program (ITFP) trains participants over three months, and those who successfully complete the program are offered a full-time position. Participants in Boddington's 12-week Gnaala Work Ready program combine certification training with practical work experience at the mine. Upon completion of the program, participants may apply for full-time traineeship in our mining or processing operations.

In Peru, residents from Cajamarca represented 62 percent of Yanacocha's workforce in 2014, up from 60 percent in 2013. About 98 percent of our managerial employees are Peruvian nationals, and the general manager of operations is a Cajamarquino. In 2014, Yanacocha launched an internship program designed to build an entry-level talent pipeline for professional roles; 94 percent of the interns were Cajamarquinos.

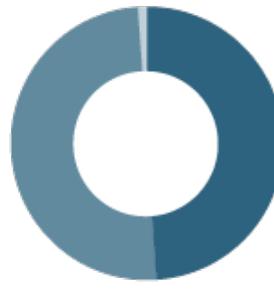
At our Batu Hijau operation in Indonesia, local citizens are given preference in hiring decisions. During the temporary suspension of operations at Batu Hijau in 2014 due to copper concentrate export restrictions, furloughs impacted the total employee population including local employees. Extensive communications activities kept employees informed of any changes in the operation's status to maintain readiness. Once operations resumed in September, workers from local communities represented 72 percent of the total workforce with 28 percent from other parts of Indonesia.

At the Merian project in Suriname, we conducted the first two rounds of pre-employment training – a critical component of our local employment process, which defines the best approach to solicit, train, hire and retain Pamaka community members throughout the life of the mine. More than 100 community members interested in job opportunities received pre-employment job skills training. Among the participants, 33 percent were female. At the end of 2014, the Merian project directly employed around 90 members of the Pamaka community.

#### **Workforce composition – employees**



#### **Workforce composition – contractor**



On average, we pay hourly and non-exempt employees wages that are significantly higher than the minimum wage in their respective country, particularly at our operations located in rural and developing economies.

#### **Average salary compared to country minimum wage at significant operations**

	Average salary	Minimum wage	Percentage
Australia	\$106,684	\$33,327	220%
Ghana	\$7,216	\$439	1,542%
Indonesia	\$5,329	\$1,222	336%
New Zealand	\$80,059	\$21,840	267%
Peru	\$24,762	\$2,898	754%
United States	\$64,209	\$15,080	326%

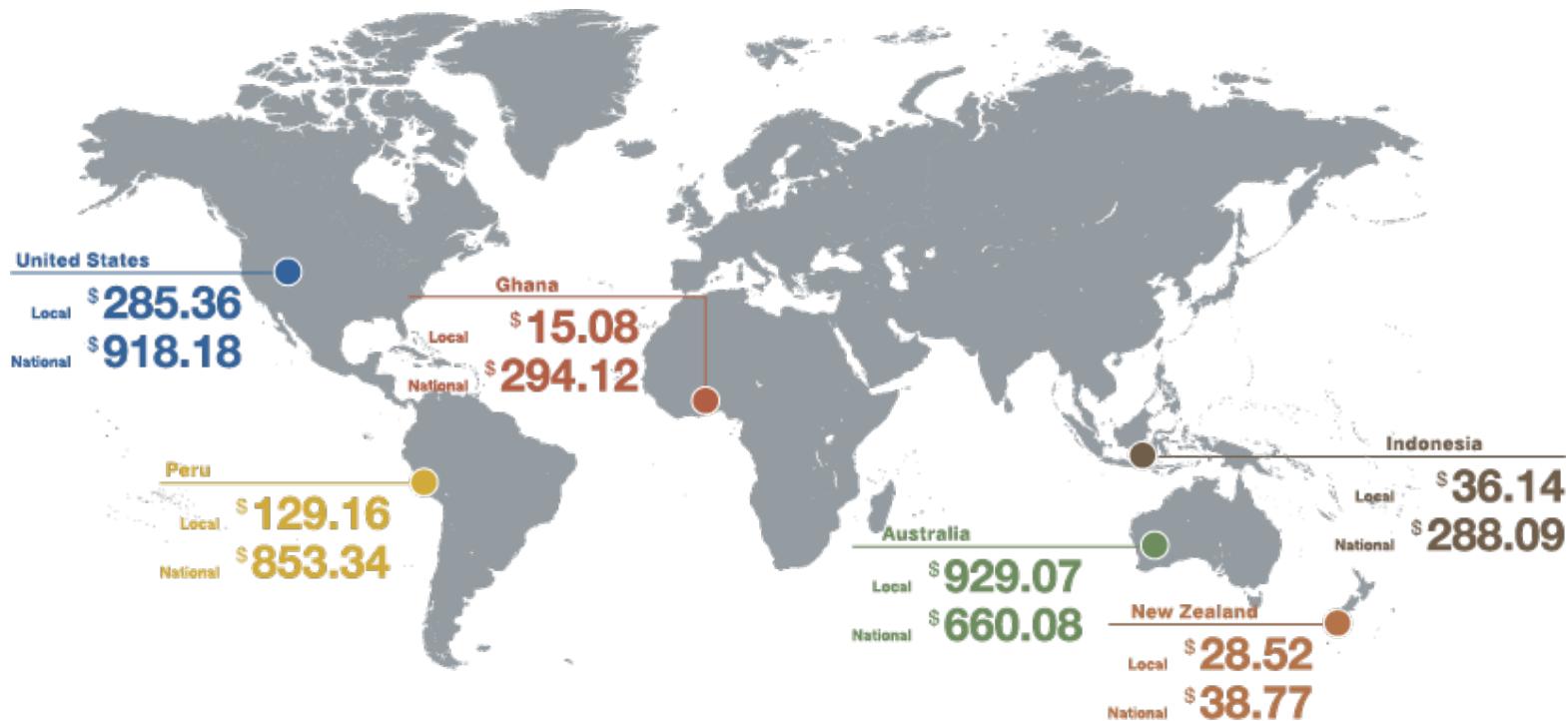
# Local Procurement and Capacity Building

In 2014, we further strengthened our approach and commitment to local procurement. Through ongoing engagement with stakeholders, we worked to refine the definitions of “local” and “local-local” categories; set targets; and track and report our performance in a way that is meaningful to each site and to our stakeholders.

We implemented our updated Local Procurement and Employment Standard in 2014 and conducted a gap analysis against the updated standard at all sites, with the exception of Batu Hijau due to a temporary shutdown of operations. For sites where gaps were identified, action plans to address these gaps were developed.

For example, at our Tanami operation in Australia, we employ the local aboriginal Warlpiri Rangers for land management work – such as weed control, fire management and biodiversity – at our mine site. The focus of the ranger program is to build the skills and knowledge that allow them to actively manage their lands and potentially pursue other land management employment opportunities.

## Purchases of local goods and services in 2014 (in millions)



### **Goods and services purchased (in millions)**

Country	Local*	National	International	Total	Percent local
Australia	\$929.07	\$660.08	\$17.28	\$1,606.43	58%
Ghana	\$15.08	\$294.12	\$131.27	\$440.47	3%
Indonesia	\$36.14	\$288.09	\$113.83	\$438.06	8%
New Zealand	\$28.52	\$38.77	\$24.14	\$91.44	31%
Peru	\$129.16	\$853.34	\$28.88	\$1,011.38	13%
United States	\$285.36	\$918.18	\$238.23	\$1,441.77	20%
<b>Total</b>	<b>\$1,423.34</b>	<b>\$3,052.58</b>	<b>\$553.64</b>	<b>\$5,029.56</b>	<b>28%</b>

\* "Local" includes spends categorized as both "local" and "local-local."

## **Future Focus**

Particular focus in 2015 will be on our Merian project where around 2,500 people are expected to be hired during the project's construction phase. Our local employment process aims to preferentially recruit, train and hire Pamaka community members while ensuring adherence to all Newmont policies and standards. The process requires each department to consider candidates for all positions from within Pamaka communities first (where relevant to local skills) and Suriname nationals second, before considering candidates from outside the country.

All sites will continue development work on local content strategies that improve how we track and categorize local purchasing and engage with local stakeholders to establish meaningful public targets and build the necessary capacity to meet them. Sites also will implement action plans to address any areas identified in the gap analysis in order to be in full conformance with the updated standard by mid-2016.

# Community Investments

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## Driving Socio-economic Development

In 2014, Newmont received recognition from two notable organizations for programs that contributed to improving lives and sustainable socio-economic development.



### Best social impact investment vehicle in Africa

Newmont's Ahafo Development Foundation (NADeF) was awarded the best social impact investment vehicle in Africa by the European Union's African Chamber of Commerce (EUACC). More than 40 companies in Sub-Saharan Africa applied for the award out of which eight were nominated to receive awards in Sustainable Economy, Social Impact, Environment/EUACC-Be Inspired and EUACC-Promising Project. NADeF was established in 2008 with a mission to drive economic and social development in the 10 communities near the Ahafo mine in Ghana. NADeF's governance structure is unique and ensures community ownership and participation with the majority of the Board of Trustees represented by community leaders.

### Improving potato farmers' prosperity

Yanacocha's Asociación Los Andes de Cajamarca (ALAC) won the Peru 2021 award for social responsibility in the Community category for its program that supports local farmers in the production and commercialization of native potato crops. Over the last four years, the program increased the income of 1,254 families through the development of 793 hectares of potatoes, creating 441

temporary jobs and increasing productivity to 13 metric tonnes per hectare through innovative techniques and technology provided by ALAC.

## Approach

Community investments – particularly ones that are well designed and align with both Newmont's business strategy and the communities' development priorities – are important and effective ways to catalyze long-term socio-economic development.

Our commitment to engage with host communities to create shared value is stated in our **Sustainability and Stakeholder Engagement Policy**. Guiding our approach to equitably improve quality of life and align with our principles of transparency and shared value is our Community Investment and Development Standard.

This standard requires sites to use existing baseline studies, assessments and government development plans, along with robust community engagement, to identify investment opportunities that are a catalyst for self-determined development.

Each site collaborates with relevant stakeholders to develop a community investment strategy that identifies each opportunity, along with the resources needed to deliver on the commitment. Preferably, we partner with NGOs and government agencies that are able to lend expertise and create oversight mechanisms to ensure programs effectively address local development challenges and are sustainable after our operations close. Each site must review and update its strategy a minimum of every five years.

In addition to the direct investments our operations make toward community infrastructure and social programs, many of our operations – in Ghana, Indonesia, Peru and Nevada – have established community foundations or funds that aim to provide an effective, strategic framework to ensure community investments deliver on their full potential. While each foundation or fund is unique and driven by the specific needs of the community, investments generally focus on capacity building, community health and education, infrastructure development and livelihood and skills building.

For all cash or in-kind contributions, a transparent process is used with each contribution documented and reviewed to ensure compliance with the **Partnering Against Corruption Initiative** (PACI), Foreign Corrupt Practices Act (FCPA) and UK Bribery Act requirements.

## 2014 Performance

Newmont invested a total of \$28 million globally in 2014 to support a wide range of community investments.

The **Newmont Ahafo Development Foundation** (NADeF) supports development projects in the 10 communities near the Ahafo mine in Ghana. In 2014, Newmont contributed approximately \$3.6 million to NADeF, bringing our total contribution since 2008 to around \$21 million. In addition to completing more than 15 community infrastructure projects, in 2014 NADeF established the College of Nursing at Ntotroso to strengthen the healthcare capacity in the community, region and country. Around 250 students enrolled in the 2014/2015 academic year.

The foundation agreement for the Newmont Akyem Development Foundation (NAkDeF), which has a similar structure to NADeF, was signed in June 2014. In 2014, Newmont contributed nearly \$1.2 million to NAkDeF.

The community investment programs at Newmont's operations in Australia and New Zealand invested \$1.9 million in community initiatives in 2014.

At Batu Hijau in Indonesia, our two foundations – the Olat Parigi Foundation (YOP), which is managed by community-elected members, and the West Sumbawa Economic Development Foundation (YPESB) – contributed \$8.4 million in 2014 toward programs identified by the community. Despite the temporary ramp down of operations, contributions continued toward capacity building for local farmers and businesses, teacher training, scholarships and institutional strengthening.

In Nevada, the Newmont Legacy Fund encompasses three key components: an employee-giving campaign that is matched dollar-for-dollar by Newmont; a community investment program; and a community endowment fund, which totaled just over \$1.0 million at the end of 2014 and will assist in meeting future community needs. In 2014, Nevada employees pledged nearly \$1.1 million to the Newmont Legacy Fund, and Newmont plans to distribute nearly \$2.2 million to non-profits throughout northern Nevada in 2015.

Yanacocha's Asociación Los Andes de Cajamarca (ALAC) foundation celebrated its 10th anniversary in 2014. ALAC was established to forge public and private partnerships that support sustainable development in the Cajamarca region. In addition to completing drinking water system upgrades and receiving recognition for its support of potato farmers, in 2014 ALAC partnered with the government of Peru's rural credit development arm, COFIDE, on a program to help more than 5,000 families save, invest and finance farm improvements. Yanacocha contributed nearly \$5.2 million to ALAC in 2014.

On a global level, we continued our decade-long partnership with **Project C.U.R.E** – an international humanitarian relief organization – to deliver donated medical equipment and supplies to healthcare

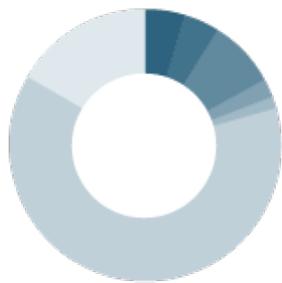
facilities near our operations. Customized to align with the facilities' priority needs, the equipment and supply donations total \$8.8 million since 2005 and have directly improved the facilities' ability to provide higher quality care to more patients.

In 2014, Project C.U.R.E. also conducted **Helping Babies Breathe** neonatal resuscitation training and a four-day medical clinic for nearly 1,000 patients at our operations in Ghana. Finally, in **response to the Ebola outbreak**, Newmont and Project C.U.R.E. delivered medical supplies and protective gear specific to the treatment and prevention of the spread of Ebola worth more than \$700,000 to Guinea and Liberia.

#### Community investments by country (in thousands)

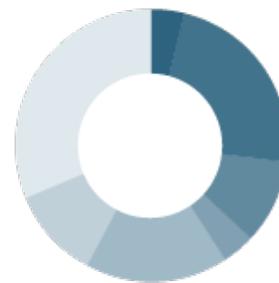
	Monetary community investment	Total in-kind support	Total
Australia	\$1,146.7	\$61.2	\$1,207.9
New Zealand	\$732.8	\$1.6	\$734.4
Ghana	\$3,306.7	\$225.7	\$3,532.4
Indonesia	\$8,429.0	\$0	\$8,429.0
United States	\$2,195.0	\$671.0	\$2,866.0
Peru	\$11,181.2	\$15.4	\$11,196.7
<b>Total</b>	<b>\$26,991.4</b>	<b>\$975.0</b>	<b>\$27,966.4</b>

#### In-kind community investments



- in thousands
- Civil projects – \$48.0
  - Community capacity building – \$40.8
  - Education – \$78.5
  - Farming – \$20.4
  - Health – \$14.7
  - Public infrastructure – \$612.5
  - Other activities – \$160.0

#### Monetary community investments



- in thousands
- Civil projects – \$1,047.6
  - Community capacity building – \$6,204.1
  - Education – \$2,643.5
  - Farming – \$1,042.7
  - Health – \$4,580.5
  - Public infrastructure – \$2,915.2
  - Other activities – \$8,339.2

We implemented our updated Community Investment and Development Standard in 2014 to ensure our development activities improve quality of life and align with Newmont's principles of transparency and shared value. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis against the updated standards and developed action plans to address these gaps.

## Future Focus

We will develop guidance in 2015 to support sites in implementing the updated Community Investment and Development Standard. Focus also will be placed on sharing best practices and lessons learned across the Company. Sites will implement action plans to address any areas identified in the gap analysis in order to be in full conformance with the updated standard by mid-2016.

# Community Relationships

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## Engagement Efforts Key to Mine Expansion

In 2014, Newmont approved funding and commenced construction of the Correnso underground mine – the first gold mine in New Zealand to be developed under residential properties.



To reach this milestone, Newmont conducted extensive stakeholder outreach and communications to garner both regulatory approvals and support from the Waihi community. This engagement continues today with Newmont personnel visiting homes, holding public meetings and workshops, publishing newsletters, participating in a weekly radio show, and staffing a toll-free line that allows community residents to contact Newmont 24 hours a day with questions, issues or concerns.

In addition, the Waihi Community Forum (WCF) – which includes Newmont representatives, Hauraki District Council (HDC) members and elected community representatives – was established to address issues, specifically those related to properties impacted by mining activities. The WCF has been successful in increasing relevant parties' understanding of each other and working toward a thriving and sustainable community for those residents who live close to our operation.

## Approach

Our **Sustainability and Stakeholder Engagement Policy** outlines our commitment to building long-term relationships based on trust. This policy is supported by our Stakeholder Relationship Management Standard as well as our Social Baseline and Impact Assessment Standard, which details the minimum requirements to plan, manage and monitor our performance throughout the mine lifecycle.

Reflected in our policy and standards are the lessons and guidance from the **Community Relationships Review (CRR)**, an independent global assessment of Newmont's relationships with host communities. This report, which was published in 2009, was the first of its kind commissioned by a mining company because it offered detailed, transparent and honest feedback from community stakeholders.

Among the lessons from the CRR is the importance of assessing the risks and building a more comprehensive understanding of the impacts our operations have on communities. Our updated standards detail the requirements for conducting and/or updating baseline studies and impact assessments that help inform our approach to working with communities to identify opportunities for socio-economic development and improve the communities' long-term outlook. These assessments also inform our **country risk management framework**.

Most of these assessments are conducted by external, independent experts throughout the stages of our presence in a community. Final reports are expected to be made public and available to local communities. Findings from the studies are addressed through social management plans, which are regularly monitored and evaluated against objectives and requirements.

Addressing stakeholder concerns in a timely and effective manner is critical to avoiding conflict and building long-term relationships based on trust. All sites are required to maintain a complaints and grievances (C&G) register and ensure stakeholders are informed and trained on how to use our C&G mechanisms, which is based on a three-tier system. First tier complaints are those resolved quickly, usually through face-to-face communications. These tend to be related to matters that we directly control. If a complaint is unable to be resolved in a timely manner or relies on local systems, it is escalated to the second tier where an independent mechanism identified by the community – such as a local leader or committee – is used. Disputes that cannot be resolved by the parties involved – typically those that require legal intervention – are escalated to the third tier.

## 2014 Performance

At the end of 2014, 100 percent of our sites and projects had a social impact assessment in place, with all of them conducted within the last five years.

Regional community engagement highlights for 2014 include:

- Newmont hosted an international delegation of faith-based leaders and members of the Socially Responsible Investment Coalition (SRIC) that toured the Ahafo operation in Ghana. The delegation visited in advance of the Day of Reflection, a meeting between mining industry representatives and religious leaders to share ideas and discuss the mining industry's contribution to society.
- In New Zealand, the **Waihi Community Forum (WCF)** held two property purchase guideline workshops to seek community input on the guidelines and process Newmont will use to purchase property impacted by mine activities. After public consultation, the WCF agreed to wait until production began at Correnso before the next round of property purchase decisions.
- At Batu Hijau, we held meetings with local stakeholders leading up to and during the ramp down and ramp up of mining operations during the export permitting issue.
- To support expansion plans near our Twin Creeks operation near Battle Mountain and Winnemucca, Nevada, we conducted and completed a social impact assessment for Humboldt County.
- In Peru, we conducted stakeholder engagement prior to and during construction of a main access road near the proposed Conga project. Construction on the road was completed in 2014 and concerns and issues raised by stakeholders were successfully addressed throughout the road construction project.

At the end of 2014, 12 sites (100 percent) and two key projects – Long Canyon in Nevada and Conga in Peru – had a C&G register.

#### **Complaints or grievances recorded on site registers**

Region	Number	Resolved within 30 days
Australia/New Zealand	574	99%
Ghana	786	96%
Indonesia	38	67%
Nevada	10	82%
Peru	372	92%
<b>Total</b>	<b>1,780</b>	<b>95%</b>

- Sites registered a total of 1,780 complaints in 2014; 95 percent of all complaints were resolved within 30 days with an average resolution time of 13 days. Eleven of 14 locations tracking C&Gs (78 percent) met or exceeded the target of resolving at least 80 percent of the C&Gs within 30 days.
- C&Gs range from vibration and noise complaints to worker compensation and resettlement issues, but we currently do not have standard category definitions due to the diversity of material issues at each site. In 2014, C&Gs regarding social matters were related to vendor and property compensation, employment and land access. C&Gs regarding environmental matters were related to vibrations from blasts, noise and other concerns.

We implemented an updated Stakeholder Relationship Management Standard and Social Baseline and Impact Assessment Standard in 2014 to better address both current and emerging risks. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis against the updated standards and developed action plans to address these gaps.

During the year, we also developed guidance documentation to support these standards.

To drive our performance in obtaining and maintaining long-term social acceptance over the mining lifecycle, we developed a Social Responsibility Strategy in 2014. The strategy seeks to provide the framework to align and enhance already existing best practices, focus on where improvement is most needed, and better integrate social responsibility practices into the broader business.

## Future Focus

Demonstrating our commitment to continuous improvement in addressing concerns before conflicts arise, we established external targets for C&G that we will begin reporting against in 2015:

### Complaints and grievances (C&G) targets

Year	Target definition	Target for sites	Target for Newmont
<b>2015</b>	Percent of Tier 1 C&G (defined as those that can be resolved between Newmont and complainants without the need for external mediation and/or legal proceedings) closed in a 30-day period	<b>87 percent</b>	
<b>2016</b>		<b>90 percent</b>	<b>100 percent</b> achievement of site targets
<b>2017</b>		<b>93 percent</b>	

We will begin implementing our Social Responsibility Strategy in the first half of 2015. In addition, sites will implement action plans to address any areas identified in the gap analysis in order to be in full conformance with the updated standards by mid-2016.

Within our Human Rights Standard, which we will implement in 2015 and 2016, C&Gs that have – or potentially have – human rights implications must be categorized as such. We also are working on a broader systematic categorization process to integrate all C&G registers by 2016.

# Indigenous Peoples

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## Mentoring Program Aims to Increase Indigenous Graduation Rates

In Australia, indigenous students are often far behind their non-indigenous peers in a number of key areas

including literacy, attendance and graduation rates. In 2014, Newmont partnered with [Australian Indigenous Mentoring Experience \(AIME\)](#) on a unique mentoring program that helps indigenous high school students graduate and continue their educational journey.



To date, the AIME program has attracted 70 high school students from across the Gnaala Karla Booja claimant region in Western Australia (WA). AIME Program Director for WA Reece Harley said this year's successful enrollment was very exciting for both the students and the program.

"Enrolling 70 students is a great result for our first year of partnering with Newmont, and we hope to give even more indigenous students in WA the skills, opportunities, belief and confidence to grow and succeed at the same rate as all Australian students," Reece said.

The overall AIME program is producing results. For example, the year 9 (high school sophomore) to university progression rate for AIME students was 20.4 percent, which is five times the national indigenous average of 4.1 percent, and is moving towards the national non-indigenous average of 37.4 percent.

The AIME program links indigenous high school students with volunteer university students in a

one-on-one relationship. Each year it holds five full-day sessions covering topics such as public speaking, goal setting and resilience.

Through the 3-year partnership, Newmont and AIME hope to continue to improve indigenous education opportunities.

## Approach

Building relationships with indigenous peoples and recognizing their social, economic and cultural heritage are commitments stated in our **Sustainability and Stakeholder Engagement Policy**. This policy also reflects the International Council on Mining and Metals (ICMM) **position statement** to work to obtain free, prior and informed consent (FPIC) of indigenous peoples.

Newmont commits to work to obtain the consent of indigenous peoples for new projects (and changes to existing projects) on lands traditionally owned, or customarily used, by indigenous peoples. Through the principles of FPIC, indigenous peoples are able to freely make decisions without coercion, intimidation or manipulation; they are given sufficient time to be involved in project decision making before key decisions are made and impacts occur; and they are informed about a project and its potential impacts and benefits.

Through programs that provide employment and business development opportunities, training and education, and cultural heritage support, we also aim to create benefits for indigenous peoples who reside on or near our operations.

Newmont has eight operations on or adjacent to land owned or claimed by indigenous peoples. The Merian project in Suriname also is located on traditional lands claimed by the Pamakkan people.

### Summary of relationships with indigenous communities

Number of Newmont operations situated on or adjacent to any land over which an indigenous group claims use rights or ownership*	8
Number of sites that have formal agreements with indigenous communities	4
Number of operations that have conducted a sacred site and/or heritage site survey to identify sites significant to the indigenous claimants*	8

\* Note: These numbers have increased due to categorizing Nevada as four operations instead of one as was done in previous years.

At our Boddington and Tanami operations in Australia, we engaged with indigenous peoples near our operation to enter into formal agreements called regional partnership agreements (RPAs). These agreements commit industry, the Australian federal government, state governments and traditional owners to promote economic development opportunities for aboriginal communities.

In addition to the RPAs, we engage with the following indigenous groups near our operations:

#### Australia – Gnaala Karla Booja

The people of the Gnaala Karla Booja region reside near our Boddington operation in Western Australia. In 2009, Newmont and Gnaala Karla Booja claimants signed the South West Employment and Enterprise Development Agreement (EEDA). The purpose of the EEDA is to build capacity, further employment opportunities, foster new enterprises and improve education opportunities for the local Indigenous communities.

#### Australia – Warlpiri

The Warlpiri people reside on and adjacent to our Tanami mine in Australia's Northern Territory. In 2008, Newmont signed the Tanami RPA, which formalized our commitment to work toward fostering the development of a sustainable, economically viable community for the Warlpiri people. The Tanami RPA outlines objectives relating to employment with Newmont; training and mentoring support; business creation and development opportunities; and early childhood and youth learning programs. In 2009, Newmont signed a memorandum designed to increase commercial contracts and boost local employment.

#### Australia – Ninga Mia

The Ninga Mia community resides near our KCGM joint venture operation in Kalgoorlie. KCGM – along with other private organizations, government entities and individuals – is a co-signer to the “Dignity, Respect and Fulfillment Agreement” with the Ninga Mia. The agreement sets out a vision to create better working relationships between indigenous and non-indigenous leaders, organizations and individuals.

#### New Zealand – Māori

The Māori people comprise many iwi (tribal groups) and are indigenous to the country of New Zealand where we have operations in the town of Waihi. The memoranda of understanding (MoU) we have with iwi form the foundation of our relationship with each group and provide the framework for ongoing consultation and the continuance of respectful working relationships. Engagement work during 2014 included the establishment of the Iwi Advisory Group and the implementation of cultural awareness training – which is facilitated by Ngati Hako iwi – for all permanent staff and contractors.

#### United States – Western Shoshone

The Western Shoshone tribes are indigenous to the Great Basin region in which Newmont's Nevada operations reside. While there are no formal agreements between Newmont and the Western

Shoshone, we recently re-established a more formal engagement approach including the development of an advisory committee that comprises tribal leaders and Newmont representatives and will include a Native American facilitator. The purpose of the committee is to foster transparent dialogue and discuss outcomes on key issues including education, cultural heritage, archaeology, community investment, health and wellness, and Newmont operations and projects.

### Suriname – Pamaka Maroon Tribe of the Marowine River

The Merian project in Suriname is located on the traditional lands of the Pamaka tribal group, and we engage extensively with the people of the tribe. While the Suriname government has not officially recognized the Maroon people as indigenous peoples or traditional owners of the land, we are implementing an engagement and agreement-making approach with the Pamaka based on the principles of FPIC. We signed an MoU with the Pamaka in 2013 that states we recognize and respect each other's rights and will work together on commitments – such as employment, community development and participatory monitoring – related to development of the Merian project.

## 2014 Performance

In 2014, we initiated several activities to advance programs and align our policy frameworks by 2015 with the ICMM's Indigenous Peoples and Mining position statement.

These activities included the addition of a policy statement on indigenous peoples; engaging in the international debate and efforts to operationalize the principles of FPIC; and participating in an FPIC dialogue process within the industry and with NGOs and other international organizations.

To better identify risks and opportunities related to obligations around indigenous peoples and to set minimum requirements each site must meet, we initiated the development of an Indigenous Peoples Standard in 2014.

Newmont's Boddington operation finalized a new governance charter in 2014 for the Relationship Committee that oversees matters relating to the Moorditj Booja: Community Partnership Agreement between Newmont and the Gnaala Karla Booja. The charter outlines the committee's role in achieving the agreement's social responsibility objectives – including indigenous employment, education, training and enterprise development.

At our Nevada operations, Newmont established an advisory committee that includes representatives of the Western Shoshone. The committee held two sessions in 2014 focused on developing a short-term strategy and long-term vision.

At the Merian project, we carried out activities in accordance with the MoU with the Pamaka including **local hiring** and establishing an external advisory panel to help us foster meaningful relationships and partnerships. The panel includes recognized thought leaders with in-country expertise, insights into

regional matters, and relationships with business, government and academic stakeholders. We will seek to add an additional member with community and indigenous peoples expertise.

## Future Focus

We will finalize and begin implementation of our Indigenous Peoples Standard across all relevant operations and projects in 2015. Along with conducting a gap analysis, we will develop guidance in line with the ICMM position statement to help sites perform against the standard's requirements. Sites must develop an implementation plan and begin measuring their performance against the standard by 2016.

In 2015, we plan to establish an FPIC advisory panel that will focus on how our practices with the Pamaka community in Suriname meet the requirements of FPIC. Panel members will include NGOs and thought leaders in both academia and industry.

# Resettlement and Land Use

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## Restoring Livelihoods after Resettlement

At the end of 2014, an independent review of Newmont's resettlement program at the Ahafo operation in Ghana was finalized and published. The report, titled "The Ahafo South Resettlement Completion Audit," presents findings and observations from independent experts as well as the individuals and families who were resettled.



The audit was a comprehensive review of the [Ahafo South resettlement program](#), which involved the acquisition of homes and agriculture land from around 1,700 households. The resettlement program's outcomes were assessed using the Sustainable Livelihood Framework, which evaluates human, physical, natural, financial and social aspects. Notably, the auditors concluded:

- There was much to support the reputation of Ahafo's resettlement program as perhaps the best resettlement program yet undertaken in Africa; and
- The Ahafo South resettlement and livelihood commitments, as described in the Resettlement Action Plan, have been met.

The audit highlighted positive impacts as a result of resettlement activities including improvements in the standard of housing, access to improved water, sanitation and medical services; significant improvements to social services and direct and indirect employment or business opportunities; and an effective incentive program to encourage displaced people to access replacement land.

Additionally, the review suggested improvements to incorporate into future resettlement plans including increasing land ownership opportunities to improve food sufficiency; improving disclosures about when programs commence and end to avoid dependency; addressing short-term food security by improving farm planning to maintain a better balance between food production and cash crop development; expanding baseline studies to better measure household food sufficiency and nutrition; and monitoring local housing, land, labor and food costs.

## Approach

The natural physical location of ore bodies often results in unavoidable disturbances of land used for livelihoods, or occupied by households and communities. When resettlement is unavoidable, we aim to conduct resettlement activities in a manner that prevents adverse impacts on livelihoods and cultures and minimizes reputational and financial risk to Newmont.

Our commitment to assess and address the rights and needs of landowners and local communities prior to any activities involving land acquisition and resettlement is stated in our [Sustainability and Stakeholder Engagement Policy](#). Supporting this commitment is our Land Acquisition and Involuntary Resettlement Standard, which sets the minimum requirements for activities that require relocation of communities and homes or disruption of livelihoods.

Our approach is aligned with the [International Finance Corporation \(IFC\) Performance Standard 5](#), which states that the first objective is to avoid resettlement. And when alternatives are not available, we work to meet the standard's requirements to ensure affected people and communities are engaged; adverse impacts are minimized; and livelihoods and living conditions are restored or improved.

To minimize risk and foster trust and mutual respect, for projects where physical or economic displacement is unavoidable, sites must collaborate with local communities to develop a resettlement action plan (RAP) that addresses the impacts of physical displacement, and/or a livelihood action plan (LAP) to address the economic impacts.

Sites are required to regularly monitor and evaluate RAPs and LAPs and annually conduct audits by qualified external experts to ensure activities are meeting the needs of affected persons.

## Artisanal Small-Scale Mining

Artisanal and small-scale mining (ASM) is estimated to provide income to more than 100 million people around the world. While legal frameworks allow for responsible ASM operations, many ASM activities are illegal and use mining methods that pose significant health, safety and environmental risks, both for the miners and for the surrounding communities. In addition, the relationship between large-scale

miners, such as Newmont, and ASM operators has often been characterized by conflict when they operate in close proximity.

Our Sustainability and Stakeholder Engagement Policy includes our commitment to work with appropriate government, community and other stakeholders in a manner that respects human rights and livelihoods – and promotes improved conditions – where ASM or related activities take place in our operating areas.

We often collaborate with international experts and organizations, as well as national and local governments, to help legitimize ASM and improve safety and environmental protections. We also work with governments to identify land in our licenses to set aside for responsible, legal ASM. Currently, ASM activities take place on or near three (representing 25 percent) of our operations – Batu Hijau in Indonesia and Ahafo and Akyem in Ghana – and our Merian project in Suriname.

In Indonesia, small-scale mining activities have been identified near our Elang exploration site. No formal engagements have occurred at this time.

At our two operations in Ghana and our project in Suriname, we have relinquished land for legal, responsible small-scale mining.

## 2014 Performance

In 2014, we resettled a total of nine households, all near the Akyem operation in Ghana. The resettled families were all Asuofoso residents who were impacted after an extension of the mine.

We implemented an updated Land Acquisition and Involuntary Resettlement Standard in 2014 to minimize risks and foster trust and mutual respect. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis against the updated standard and developed action plans to address these gaps.

## Future Focus

Sites will implement action plans to address any areas identified in the gap analysis in order to be in full conformance with the updated standard by mid-2016.

Newmont and the Colorado School of Mines have partnered to form a project team that includes students and faculty members from the school's Humanitarian Engineering program. The team will travel to Suriname in 2015 to research ASM issues at our Merian project in Suriname and will begin work to develop a new low-cost, simple technical solution to help improve ASM health, safety and environmental practices. The team is expected to travel to Suriname in 2016 to deploy the proposed technical solution or solutions.

# Water

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## Partnering to Protect and Restore Historical Water Resource

The Willow Creek Recreation Area – which consists of three man-made ponds that were built in the 1960s – resides on Newmont's Phoenix mine property near Battle Mountain, Nevada.



While the ponds had been neglected long before Newmont owned the property, in 2012 we took steps to restore the area to ensure it is enjoyed for generations to come. In partnership with Lander County, Lander County Convention and Tourism, Nevada Department of Wildlife and the U.S. Bureau of Land Management, Newmont formed the Willow Creek Legacy Program.

The program's goal is to restore and preserve the aquatic and riparian habitat of Willow Creek and develop a clean and safe recreation area for outdoor enthusiasts. Work completed to date – which was largely done by Newmont employee volunteers – includes pond dredging, foot bridge and campsite construction, and restroom installation. In 2014, the Nevada Department of Wildlife completed spring fish stocking at Willow Creek, providing the Battle Mountain community with the only stocked fishing pond in Lander County.

Rich Ripley, chairman of Lander County Convention and Tourism Authority, said he loves what has been done at Willow Creek.

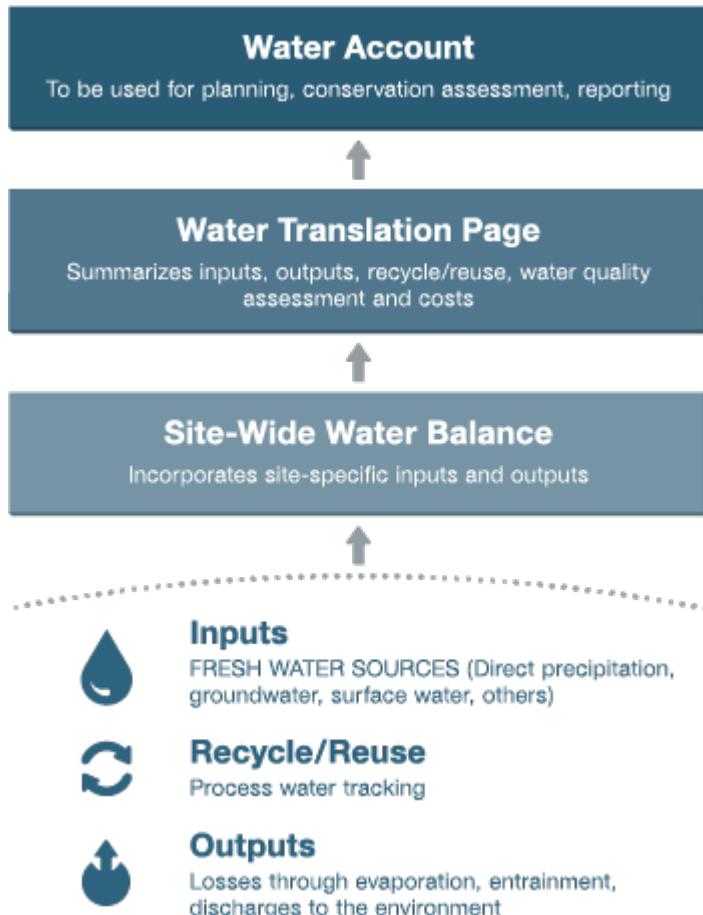
"We've been trying to do this for three or four years now," he said. "I love the progress. I love we all finally got together. I think it's a huge asset for Lander County."

## Approach

Our commitment to create a positive water stewardship legacy in our host communities is stated in our **Sustainability and Stakeholder Engagement Policy**. Guiding our approach to fulfilling this commitment is our Water Management Standard, which sets the minimum requirements to proactively plan, manage and monitor our performance throughout the mine lifecycle to protect human health, the environment and water resources.

Our global water strategy, which was implemented in 2014, provides guidance to our regions and sites to become better stewards of water by managing and mitigating water risks and more clearly linking the technical and operational aspects of water management with our long-term strategic and social responsibility objectives.

### Water Accounting Framework



Each of our operating sites – and each community in which we operate – has different water needs and challenges depending on the supply, demand and water quality within the watershed. Because our operations are located in some areas where water is scarce and other areas where water is a surplus, in 2014 each site developed a water management charter and plan using an integrated, basin-wide approach that addresses stakeholder and mine water needs and meets all applicable laws and regulations. The charters map out a strategic plan to improve water management at all our sites over the next three to five years.

To apply a more consistent approach for defining, measuring and reporting our water use and comparing our performance to others in the mineral industry, we are creating a water accounting system that is consistent with the Minerals Council of Australia's (MCA) **Water Accounting Framework** (WAF). We set

**external targets** for sites to create WAFs that will inform and measure their performance against site-specific water strategy action plans.

As managers of large volumes of water, whenever possible, our operations use saline or non-potable water, such as sea water at Batu Hijau and saline groundwater at KCGM. We aim to reduce fresh water consumption in ore processing by recycling and reusing water on site to the greatest extent

possible.

For example, three of our operations – Boddington in Australia and Phoenix and Lone Tree in Nevada – currently are considered zero discharge mines that strive to balance makeup water with actual process needs.

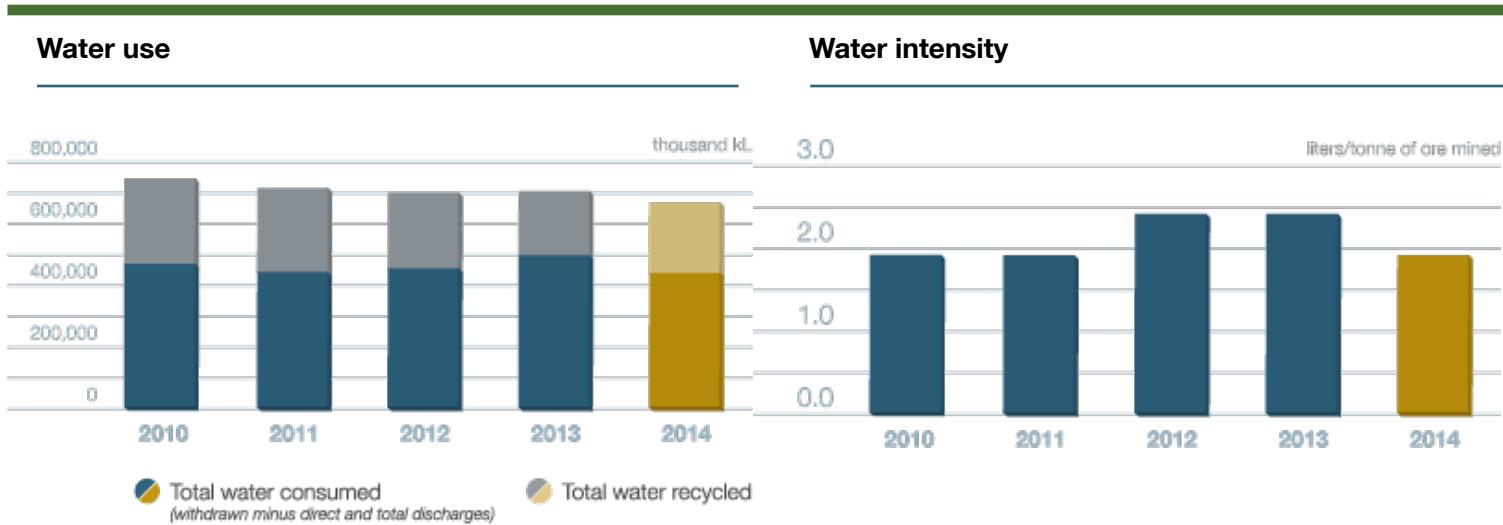
For our remaining nine operations that discharge water, we treat the water to meet the applicable water quality standards and regulatory and permitting requirements before safely discharging the water back into the environment. As part of the global water strategy, our sites will evaluate opportunities for the best available use of the discharged water.

In addition to our annual sustainability report, we disclose our water management performance in the CDP's annual Global Water Report and the Dow Jones Sustainability Index. The detailed CDP water performance is expected to be made publicly available beginning in 2016.

## 2014 Performance

Our total water use in 2014 decreased slightly due to the temporary shutdown of operations at Batu Hijau, which was offset by a full year of production at Akyem.

Approximately 35 percent of our overall water use across our operations is recycled or reused water.



Because our total water consumption can vary due to factors such as new mines and divested assets, this year we are reporting our water intensity for the first time. We calculate water intensity as the amount of water needed per tonne mined, and we believe this is a meaningful metric to track how we manage this resource. While we are reporting data for five years, we expect the data, as well as our understanding of the factors affecting this metric, to improve going forward.

In 2014, our operations' withdrawal of water significantly affected one source (defined as 5 percent or more of the annual average volume). Due to drought and less-than-predicted groundwater inflow into our Boddington mine in Australia, the mine increased its water abstraction from the Hotham River. Newmont engaged river ecology experts in 2011 to calculate an appropriate abstraction rate from the river, taking into account dry and wet season flow cycles and balancing the water needs for our operation with the ecological and other water uses downstream. Based on this study, a maximum abstraction limit was proposed by the operation and approved by regulators. Because water conservation and availability is a critical issue at Boddington, other alternatives to increase water storage and availability are under consideration.

We updated our Water Management Standard and related guidance documents to proactively plan and manage water from exploration to post-closure in support of our global water strategy. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis against the updated standard and developed action plans to address these gaps by mid-2016.

As part of our global water strategy, in 2014 all sites – with the exception of Batu Hijau – created Water Strategy Charters and Action Plans, which include the targets and performance indicators that we will report against. These plans also include recommendations for community outreach and engagement on water issues.

Notable efforts in 2014 to better manage the withdrawal of water and quality of water discharged at our sites include the following:

- To minimize complexity, risk and cost, Newmont's Ahafo mine in Ghana pilot-tested the use of low-pressure reverse osmosis (RO) technology as a possible single process solution for treating nitrate, sulfate and ammonia. While initial findings are promising, tests are expected to continue to ensure RO-treated water meets all discharge requirements.
- During the three-month care and maintenance period at the Batu Hijau mine in Indonesia, delays in obtaining discharge permits impacted pit dewatering efforts, which led to pit and pond water rising to levels that threatened an uncontrolled release to the environment. Extensive engagement with the local government led to the alternative approach of converting the mill into a water treatment facility for treatment and discharge using the tailings pipeline, thus no untreated releases occurred and water levels in the pit and storage ponds were reduced ahead of the wet season. A water management plan was developed to address the impact of higher pit water volumes on future mining activities.
- In Nevada, a Newmont representative was appointed to the Humboldt River Basin Water Authority's Board of Directors in 2014, and serves as a mining industry representative on matters related to monitoring the water supply and demand within the basin; resolving inter-county water issues; and encouraging environmental stewardship of the Basin ecosystem.

- In Peru, Yanacocha continued to demonstrate its commitment to improving the quality and reliability of the local water supply. In 2014, seven of 10 projects aimed at improving drinking water quality and supply reliability for more than 180,000 people in the city of Cajamarca in Peru were completed. This joint initiative by Yanacocha and the municipal water authority included the expansion of water pipelines; upgrades of local water treatment plants; and construction of a new reservoir and network system.
- Approval was granted for a project to reconfigure three of Yanacocha's water treatment facilities – La Quinua, Yanacocha Norte and Pampa Larga – to ensure compliance with Peruvian regulations on new receiving water quality limits that go into effect in 2015.
- Yanacocha conducted quarterly community participatory monitoring with 49 communities. Results from the monitoring of 27 canals among the four basins where we operate were reported to the appropriate regulatory agencies.

[Click here](#) for full data tables. >

## Future Focus

In 2014, we established a process-oriented target for our water strategy to demonstrate how we are performing against our commitments. This provides the foundation for developing more quantitative targets in the future. We will begin reporting against the following targets beginning in 2015:

### Water targets

Year	Target definition	Target for sites	Target for Newmont
<b>2015</b>	Implementation of the Water Accounting Framework (WAF)	Complete a WAF	<b>100 percent</b> of sites to have completed a WAF
<b>2016</b>	Percent implementation against the sites' Water Strategy Action Plans	Complete <b>100 percent</b> of actions and achieve <b>80 percent</b> of water targets established in the site Water Strategy Action Plan	<b>100 percent</b> of sites complete their action plans for the year and achieve their water targets (80 percent in 2016 and 90 percent in 2017)
<b>2017</b>		Complete <b>100 percent</b> of actions and achieve <b>90 percent</b> of water targets established in the site Water Strategy Action Plan	

Implementation of the global water strategy is expected to be a long-term, evolving process. Regional water strategies and site water management charters are expected to be in place and underway in all regions by 2015.

We also will work with a third party to develop the business case and identify opportunities to partner with NGOs and aid organizations to advance our efforts to create a positive legacy of water stewardship.

# Energy and Climate Change

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## Century-old Station Provides Clean Power to Historic Mining Town

Since 2010, Idarado – a Newmont subsidiary that manages the legacy Idarado mine site near the picturesque mountain town of Telluride, Colorado – has operated the Bridal Veil Powerhouse.



The powerhouse, which sits above the state's tallest free-flowing waterfall, was constructed more than 100 years ago by the Smuggler-Union Mining Company and originally powered the gold mine's mill. After the mine ceased production in 1978, the powerhouse remained in operation as it provided an important source of power to the area.

Delivering water to the powerhouse is the penstock, which is a series of pipelines that interconnects three lakes – the furthest of which is located 2,300 feet above and three miles away – and sends water through the powerhouse's Pelton wheel generator. The generator, which is the second-oldest operating AC generator in the United States, is rated at 500 kilowatts. The power generated is sold to the San Miguel Power Association, a rural electric cooperative that serves seven counties in western Colorado.

The water that flows through the powerhouse also provides a municipal water source to the Town of Telluride. Efforts to upgrade and rehabilitate the penstock were initiated in 2013 and are ongoing.

## Approach

Our operations are energy intensive – from the diesel needed to extract and transport ore to the electricity used to run the large processing and milling plants – and emit greenhouse gases (GHGs). The cost to meet our energy needs is around 18 percent of our total costs applicable to sales (CAS), and climate change-related events – such as drought, extreme storms and wildfires – present risks to our business. Another driver for energy efficiency is that our energy intensity – the amount of energy consumed per production unit – typically increases as we mine deeper ore and expand existing operations.

Our commitment to efficiently manage our global energy consumption to reduce our carbon footprint while exploring and developing renewable energy and low-carbon fuel-switching opportunities is stated in our **Sustainability and Stakeholder Engagement Policy**.

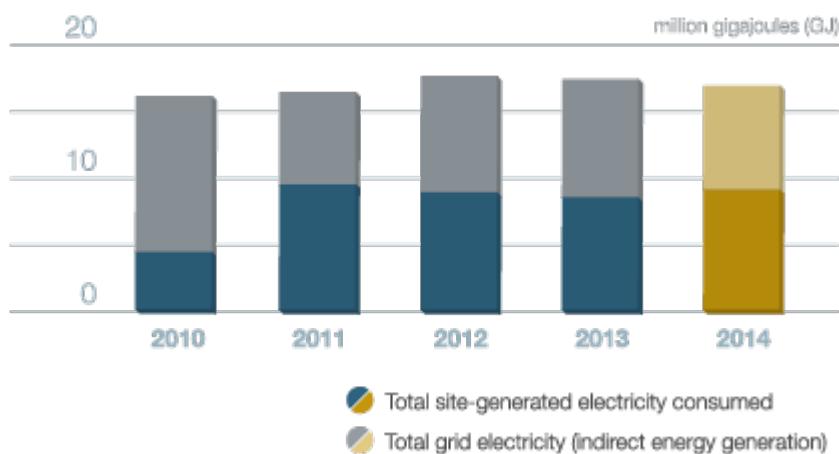
To realize this commitment, in 2014 we developed a global energy and climate change strategy to bring a strategic, but operationally driven, approach to managing energy and climate adaptation threats and opportunities. The strategy's objectives include:

- Secure stable, reliable, consistent quality and cost-effective electric power and fuel supplies to power our operations;
- Achieve sustainable cost and efficiency improvements;
- Collaborate internally and engage externally on energy policies and regulations, energy supplies, challenges and opportunities;
- Reduce our carbon footprint through renewable energy, energy efficiency strategies and carbon offsetting; and
- Adapt our operations and provide assistance to local communities to mitigate predictable physical impacts tied to climate change.

We measure and annually report our global GHG emissions data – which is independently assured – to the CDP.

## 2014 Performance

### Total electricity consumption (direct + indirect)

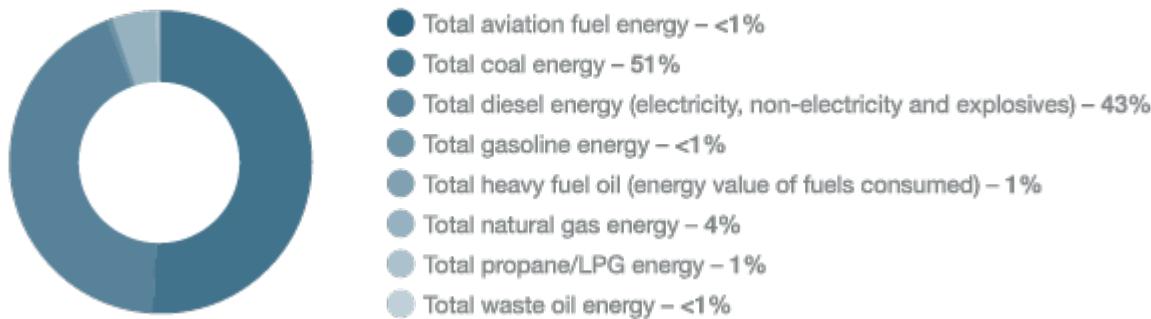


Total energy consumption decreased 8 percent in 2014 due to the temporary shutdown of operations at Batu Hijau and electric power load shedding requirements from the power authority at our operations in Ghana.

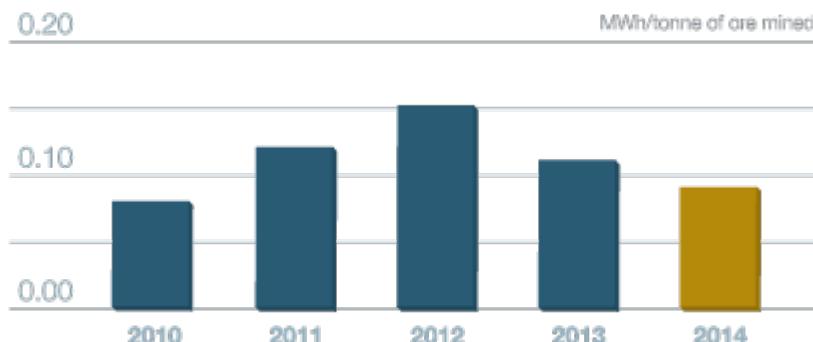
The temporary shutdown at Batu Hijau also contributed to a decline in the consumption of coal and diesel, which decreased 7 percent and 13 percent, respectively. Decreased mining rates

at Ahafo (down 26 percent compared to 2013) also contributed to the decline in diesel fuel consumption.

### Direct non-renewable energy consumption by source type



### Energy intensity



Because our total energy consumption can vary due to factors such as new mines and divested assets, this year we are reporting our energy intensity for the first time. We calculate energy intensity as the amount of energy needed per tonne mined, and we believe this is a meaningful metric to track the energy efficiency of our operations. While we

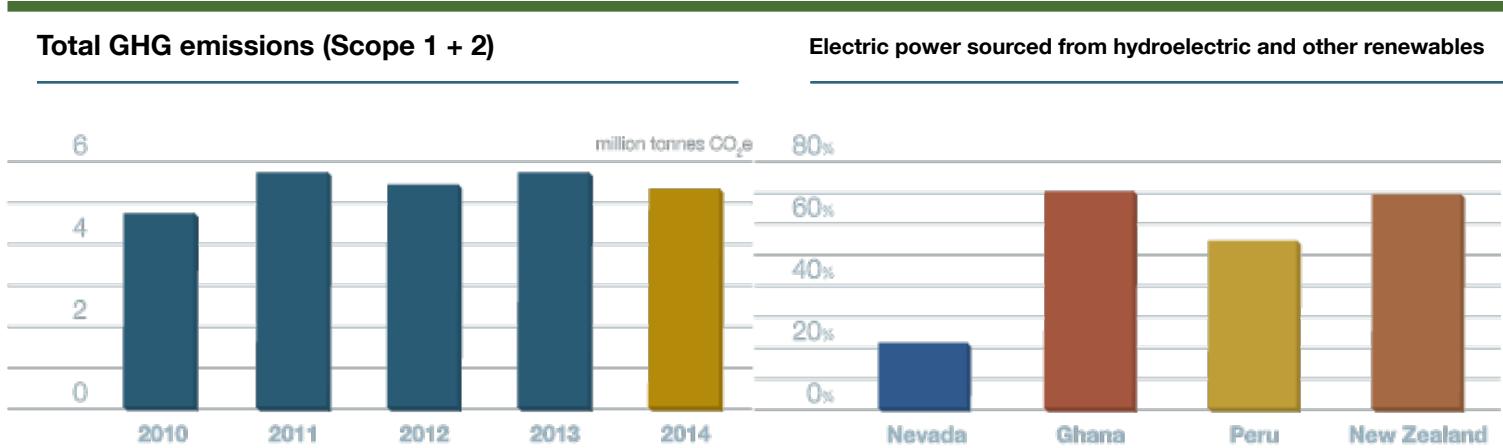
are reporting data for five years, we expect the data, as well as our understanding of the factors affecting this metric, to improve going forward.

As part of Newmont's global business improvement program that focuses on continuous improvement, a number of energy efficiency and GHG reduction efforts are in process or being undertaken. Examples of ongoing continuous improvement projects are haul truck payload improvements, load/dump efficiency improvements, haul road optimization studies, and haul truck cycle time research.

Longer-term energy efficiency efforts at our Ahafo operation in Africa have resulted in a 5 percent fuel efficiency improvement of the haul truck fleet since implementing the program in 2011. This has surpassed initial estimates of 4 percent and has resulted to date in cumulative cost savings of \$11 million and a reduction in GHG emissions of 19,000 tonnes.

In 2014, we assembled a Global Energy and Climate Change Team (GECCT), which includes representatives from each region and various key functions, to lead the energy and climate change strategy development and implementation. The GECCT will guide the development of regional and site energy and climate adaptation plans with an ultimate aim to reduce energy-related costs and GHG emissions while helping mitigate risks tied to energy security, supply and cost.

Total GHG emissions decreased in 2014 by 8 percent due to the temporary shutdown at Batu Hijau; electric power load shedding requirements from the power authority at our operations in Ghana; and decreased mining rates at Ahafo.



[Click here](#) for full data tables. >

## Future Focus

Implementation of our global energy and climate change strategy will be a multi-year effort involving external expertise as well as internal capability.

In 2015, the GECCT will focus on engagement with regions and sites to promote collaboration across

functions on implementation; continue development of guidance, tools and templates to support the strategy; and develop and roll out global and regional strategies and site action plans.

Implementation, monitoring and reporting on our progress against the strategy are expected to begin in 2016.

In Nevada we will construct a new natural gas pipeline in 2015 that will carry natural gas from the Ruby Pipeline to our Leeville underground operations to replace the use of bulk propane. This switch is expected to reduce Leeville GHG emissions by 14 percent annually.

We also are evaluating the construction of a plant that will convert natural gas to liquefied natural gas (LNG) for use in our haul trucks at our Nevada operations. A similar study has commenced at our Boddington and Tanami operations in Australia with assistance from Shell, GFS (a supplier of conversion kits) and Caterpillar. LNG has the potential to reduce the sites' GHG emissions by 30 percent or more.

# Waste Management

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## Backfill Plan to Return Land to Pre-Mining Condition

Prior to commencing commercial operations in 2012, Newmont's Emigrant mine in Nevada created a plan to reduce its footprint and reclaim the land to approximate its original contour by using mining waste rock as backfill during all phases of the mine lifecycle.



Since 2013, Emigrant has implemented concurrent in-pit backfilling. For the first 12 million tons, the site is using an external waste rock disposal facility. Once enough rock is mined out of the pit, all waste rock will be placed as backfill within portions of the pit already mined.

To protect the environment and ensure no waste rock categorized as potentially acid-generating (PAG) is exposed to the surface after reclamation, all rock categorized as PAG will be properly encapsulated within at least 10 feet of non-acid-generating (NAG) material.

Rehabilitating land that is no longer required for operations while we are still mining is effective in achieving successful and sustainable post-closure outcomes and minimizes the impact to the environment in important ways – it reduces the mine's footprint since no land will be impacted by standalone waste rock areas; avoids the creation of pit lakes; and turns the land back to nearly the same condition as prior to mining activities.

## Approach

Newmont's operations generate both mineral and non-mineral waste through mining and processing activities. Effective waste management practices are critical to protecting the environment and reducing the liabilities and long-term risks associated with inadequate waste management facilities and protections.

Our **Sustainability and Stakeholder Engagement Policy** outlines our commitment to manage waste generated by our activities in a manner that protects the environment and human health throughout the mine lifecycle; promotes beneficial post-mining land use; and reduces post-mining closure and reclamation liabilities.

The policy also requires any mercury byproduct – which is managed as a waste material – to be permanently retired from circulation using long-term safe storage as defined in the U.S. Mercury Export Ban Act. Newmont does not use mercury to mine or extract gold. However, mercury naturally occurs in ore at several of our operations, and gold processing can generate mercury compounds. All byproduct mercury from our Nevada operations is being stored at an off-site U.S. Resource Conservation and Recovery Act (RCRA)-permitted facility. Stabilized forms of mercury – such as mercury sulfide – are approved for land disposal at licensed facilities in North America and the European Union.

Supporting our policy is a set of global standards that establish the minimum requirements for managing waste.

Our Waste Management Standard requires sites to develop a plan that addresses the generation, segregation, collection, storage, transportation, minimization, reuse/recycle, and disposal of hazardous wastes, non-hazardous wastes, wastewater and mercury. The Waste Management Standard is applicable to on-site landfills, waste accumulation facilities, sewage treatment plants and waste incinerators.

Our Waste Rock and Ore Stockpile Management Standard requires sites to characterize ore and waste rock and to carefully design, construct, operate, close and reclaim rock stockpiles including pit backfills.

This standard also addresses the risk to surface and groundwater quality from acid rock drainage (ARD), which is generated when water comes into contact with certain minerals in the rock that are oxidized by exposure to air, precipitation and naturally occurring bacteria. To limit potential environmental impacts from ARD, our operations implement site-specific management strategies so that the design and operation of mineral waste storage facilities minimize ARD risks. In instances where prevention is not possible, appropriate management measures, such as the collection and treatment of ARD, are used to protect human health and the environment.

Newmont is an active member of the [International Network for Acid Prevention](#) (INAP), an industry-led group created to promote best management practices in handling potentially acid-generating materials such as waste rock and tailings.

Our Tailings and Heap Leach Facility Management Standard requires sites to protect surface water and groundwater, prevent uncontrolled releases of pollutants or contaminants to the environment, manage process fluids and meet requirements for closure and reclamation.

**Tailings** are created as mined ore is reduced into sand-sized particles and then mixed with water and moved as slurry through the extraction process. After removal of the valuable minerals, the remaining milled rock slurry – called tailings – flows to an engineered tailings storage facility (TSF) that is designed to safely contain the tailings even during extreme climatic or seismic events. All TSFs are routinely inspected by qualified personnel and annually inspected by a qualified engineer.

Our Hazardous Materials Management Standard requires sites to minimize the use of hazardous materials – inclusive of hydrocarbons and **cyanide** – and ensures that the transfer, distribution and storage of such materials protect human health and the environment. We seek to minimize the quantity of hazardous and non-hazardous waste we generate by replacing hazardous chemicals with less hazardous products whenever possible.

Our Batu Hijau mine in Indonesia minimizes hydrocarbon wastes by recycling used oil as a component of ammonium nitrate-based explosives. The used oil replaces a portion of diesel fuel used in explosives.

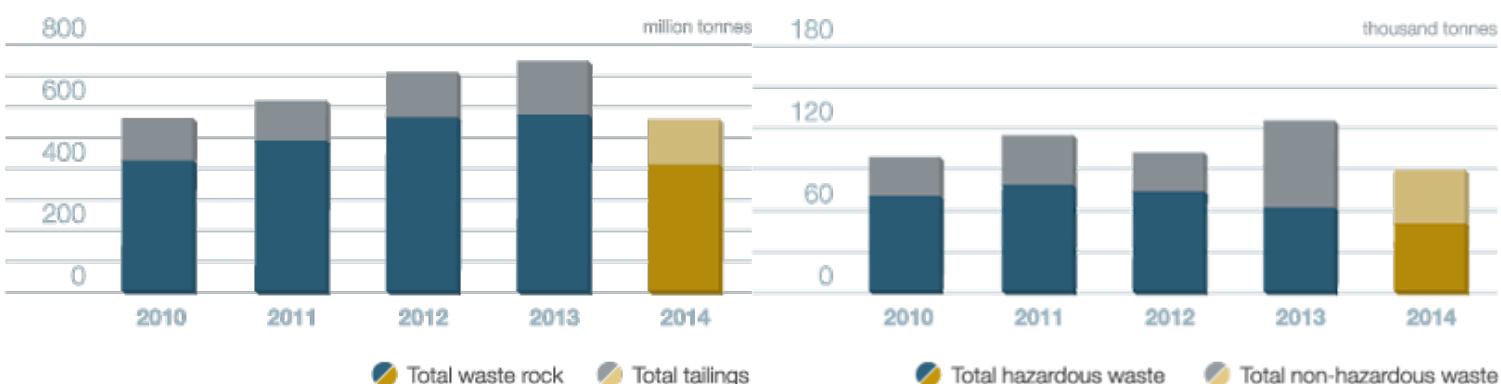
Mining and processing activities also generate non-hazardous waste such as scrap metal, spent tires and used oil. Every effort is made to recycle or reuse hazardous and non-hazardous wastes. All materials are recycled or disposed in accordance with the applicable laws and regulations.

## 2014 Performance

Newmont generated 407 million tonnes (449 million tons) of waste rock and 146 million tonnes (161 million tons) of tailings in 2014 – a decline of 29 percent and 16 percent, respectively, compared to an overall decline in annual production of 4 percent. The three-month suspension at Batu Hijau and the divestment of Midas, Jundee and La Herradura helped offset the increase in waste rock and tailings related to stripping campaigns at Carlin and Twin Creeks and a full year of production at Akyem.

## Total waste rock and total tailings produced

## Total hazardous and non-hazardous waste generated

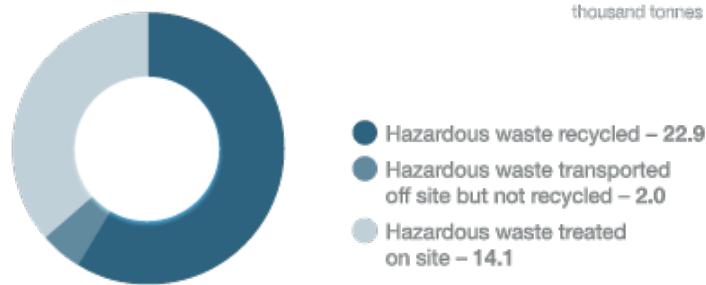


For non-mineral wastes, approximately 49,000 tonnes (54,000 tons) of non-hazardous waste and 39,000 tonnes (43,000 tons) of hazardous waste were generated at our operations in 2014. The decrease in hazardous waste reported in 2014 was primarily due to reasons similar to those mentioned above.

Our global output of both hazardous and non-hazardous waste can vary due to activities such as maintenance requirements (volume of oils and lubricants) construction activities (quantity packaging materials and scrap) and storage space (metals recycling).

Sites are required to evaluate opportunities to recycle as per our Waste Management Standard. Of particular note, our Boddington operation in Australia increased its on-site recycling of non-hazardous materials by 61 percent compared to 2013 due to efforts to segregate recyclables from general waste and improve recycling of office waste.

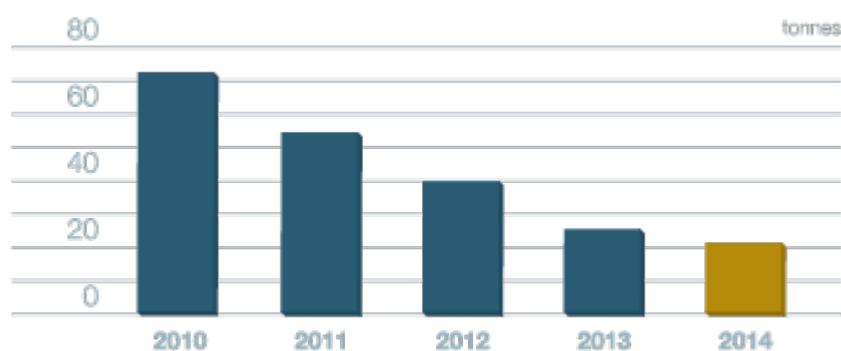
## Hazardous waste



## Non-hazardous waste



## Annual mercury production



and retired 8 tonnes of byproduct mercury from the Yanacocha operation in Peru – filed for bankruptcy protection.

We implemented updated standards related to managing hazardous and non-hazardous wastes in 2014 to ensure our facilities and operations protect human health and the environment. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis against the updated standards and developed action plans to address these gaps.

[\*\*Click here\*\*](#) for full data tables. >

## Future Focus

Our internal task force will continue to evaluate options with the goal of reaching a decision related to the safe transport and retirement of all our byproduct mercury.

All sites will implement action plans to address any areas identified in the gap analysis in order to be in full compliance with the updated standards by mid-2016.

Our annual mercury production continues to decline as annual production at Yanacocha decreases and the processed ore at Yanacocha and the Carlin operations in Nevada contains lower concentrations of mercury.

We established an internal task force in 2014 to evaluate options for the safe retirement of byproduct mercury when DELA – a German waste management company that stabilized

# Biodiversity

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## Plan Aims to Improve Biodiversity near Suriname Project

For more than a decade, Newmont has been collecting baseline environmental information for the Merian project in Suriname – a country recognized for its lush forests that cover most of the land and important ecological services such as carbon sequestration, fresh water sources and biodiversity.



While independent studies verified that the Merian project is not located next to any protected areas and does not include any critical natural habitat, we conducted extensive technical studies and engaged with stakeholders during the permitting process to gain a better understanding of the biodiversity value of the project area. Following permit approval, we partnered with conservation professionals to develop a plan to mitigate the biodiversity impacts associated with the project.

The overarching objective of the Merian biodiversity management plan is to minimize negative impacts of the project on biodiversity and to maximize positive outcomes. Specific objectives include:

- Minimize habitat, wildlife, air and water quality impacts through controls on vegetation clearing, vehicle speeds, noise, hunting and erosion;
- Complete concurrent, progressive and final reclamation to return the mine area to a productive ecological condition;
- Direct engagement with neighboring communities and stakeholders; and

- Develop measurable offsets to achieve no net loss and, ideally, a net benefit.

The plan includes working with the government of Suriname and non-governmental organizations to better protect habitats and biodiversity through education and awareness.

## Approach

Both local communities and our operations rely on healthy and functioning ecosystems. Because mine-related activities can have an impact on biodiversity, we work in partnership with governments, civil society and communities and use the latest science and best practices for biodiversity management, so we can deliver sustainable conservation outcomes.

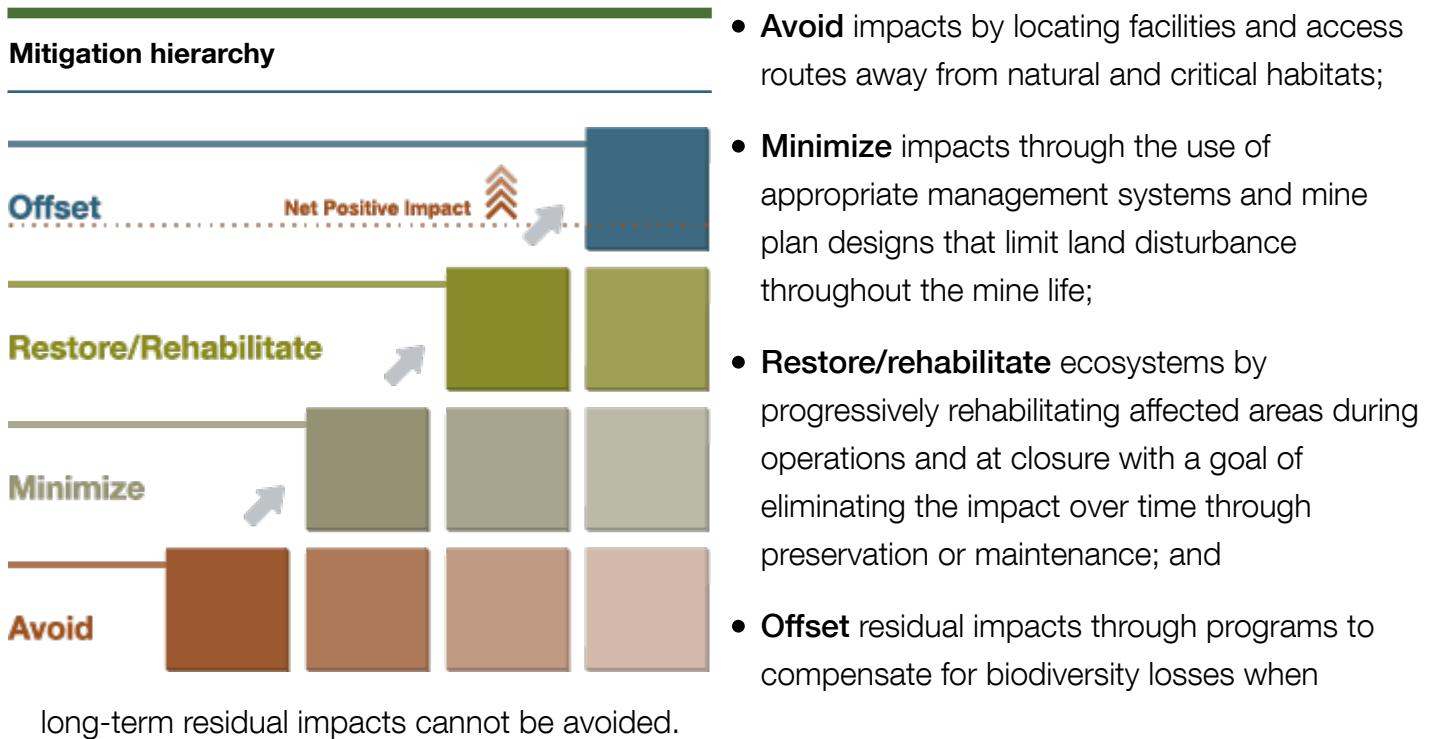
Our commitment to integrate biodiversity and ecosystem services considerations into our business to achieve no net loss of biodiversity is stated in our **Sustainability and Stakeholder Engagement Policy**. Supporting this policy commitment and guiding our approach is our Biodiversity Management Standard, which details the minimum requirements and mechanisms for measuring our performance.

All projects and expansions at existing sites must conduct assessments that identify potential impacts of our activities on biodiversity and ecosystems, with particular attention to biodiversity values that are key to the specific area. We use the Integrated Biodiversity Assessment Tool (IBAT) – which was developed by Birdlife International, Conservation International, the International Union for Conservation of Nature (IUCN) and the United Nations Environment Programme World Conservation Monitoring Centre – to identify legally protected and high biodiversity value areas.

In consultation with stakeholders, sites must develop biodiversity objectives that meet the following requirements depending on the mine lifecycle phase of the site:

Type of project	Requirement
Exploration	Meet guidelines described in <b><u>Exploration Guidebook</u></b> .
New projects and expansions	No net loss and, when possible, a net gain of key biodiversity values within 10 years post mine closure.
Operational sites	No additional loss of key biodiversity values by the time of mine closure.
Legacy sites	Seek to enhance the long-term health and resiliency of species and ecosystems in affected areas and/or managed areas in accordance with regional conservation goals and long-term land use plans.

Sites with key biodiversity values must have Biodiversity Action Plans (BAPs) that satisfy the Mitigation Hierarchy, which is to:



We comply with all regulations and requirements for mine exploration and operations within any geographically defined areas that are designated, regulated or managed as protected areas and strive for no net loss of key biodiversity values. As a member of the International Council on Mining and Metals (ICMM), Newmont commits to not explore or mine in world heritage sites, which are considered to be of outstanding global value.

We currently have mining operations in regions that have been identified by Conservation International as biodiversity hotspots – namely, the Tropical Andes (Peru), the Guinean Forests of West Africa (including Ghana), New Zealand, Southwest Australia, and Wallacea (Indonesia). Within these hotspots, limited portions of two mining operations are located in key biodiversity areas as defined by Alliance for Zero Extinction (AZE) and Birdlife International. These include the AZE site of El Chiche and the Important Bird Area (IBA) of Rio Cajamarca in Peru and the Tatar Sepang on the island of Sumbawa, Indonesia.

## Location and size of Newmont's operations in relation to areas of high biodiversity value

Operation	Location	Key biodiversity area (KBA)	Position relative to protected area	Size of operational site (km <sup>2</sup> )	Ecological sensitivity	Mitigation plan
Yanacocha	Peru	Rio Cajamarca IBA	Contains portions of	63	IBA and AZE site for grey-bellied comet	Frequent biological monitoring assessments; however, no assessments have identified the presence of the grey-bellied comet in 20 years
Batu Hijau	Sumbawa, Indonesia	Tatar Sepang IBA	Contains portions of	14	IBA for yellow-crested cockatoo and flores green-pigeon	Conservation programs with local stakeholders and monitoring the existing bird population to assess conservation status
Boddington	Western Australia	Birdlife International "Endemic Bird Area of Southwest Australia"	Contains portions of	92	Black cockatoo	Partnership with Murdoch University to conduct research to restore black cockatoo feeding habitats at mine sites within the Jarrah forest and, more generally, in landscapes throughout southwestern Australia

We also work to improve our biodiversity performance and identify leading practices we can integrate into our management systems through ongoing participation in industry initiatives and partnerships with conservation organizations. Newmont plays a leading role on the ICMM Biodiversity Steering Committee, and we are founding members of ICMM's Cross-Sector Biodiversity Initiative (CSBI).

## 2014 Performance

Highlights from Newmont's biodiversity programs in 2014 include:

- The Boddington operation in Australia continued to support Murdoch University's work to better understand the health, demographic and ecology of the black cockatoo in Western Australia. In 2014, Newmont sponsored a satellite tracking pilot project, which proved successful and now is a full-scale five-year project. This work is the first satellite/GPS tracking of the black cockatoo species in the Boddington area, and also will provide information about critical habitat, populations and flock movements of other species in the region.
- Our Akyem operation in Ghana was one of five pilots for the Business Biodiversity Offsets Programme (BBOP), a collaborative initiative involving financial institutions, government agencies and NGOs working to develop and test methodologies for effective biodiversity offset programs. During 2014, Akyem worked with the Ghana Forest Commission (GFC) on the site selection process for a biodiversity offset project and completed a feasibility study for the preferred site.
- In Nevada, we partnered with The Nature Conservancy (TNC), the U.S. Department of Agriculture's Natural Resources Conservation Service, the Nevada Department of Wildlife, the U.S. Bureau of Land Management and Trout Unlimited to conserve and restore thousands of acres of sagebrush habitat for the greater sage-grouse, which is a candidate for listing under the U.S. Endangered Species Act. We are developing a landscape-scale, multispecies habitat conservation plan for around 1.2 million acres of our lands and associated federal grazing allotments. The use of TNC's Conservation Forecasting ecological models help identify the appropriate conservation treatments, including rangeland seeding, prescribed grazing, wildlife water development and brush management.
- At our Long Canyon project in Nevada, findings from the project's environmental review informed the development of an alternative facilities configuration to enhance mule deer migration and avoid impacts to a greater sage-grouse breeding ground. Extensive monitoring of the project area's wildlife will continue during project construction and operations.

At the 2014 IUCN World Parks Congress – an international forum held every 10 years that brings together experts, governments, NGOs and industry representatives to discuss conservation and sustainable development – Newmont joined panelists to discuss the [joint IUCN-ICMM review](#) of ICMM members' biodiversity performance from 2003 to 2013. The review found that members have significantly improved their biodiversity management systems, but more action is needed in areas such as closure planning and biodiversity action plan implementation.

We also implemented our Biodiversity Management Standard in 2014 to drive a more consistent approach to biodiversity conservation and resource stewardship throughout the organization and to better measure our performance. All sites – with the exception of Batu Hijau due to the temporary

shutdown of operations – conducted a gap analysis against the updated standards and developed action plans to address these gaps.

[\*\*Click here\*\*](#) for full data tables. >

## Future Focus

All sites will implement action plans to address any areas identified in the gap analysis in order to be in full compliance with the updated standards by mid-2016. We also will introduce guidance documentation to support sites' and regions' compliance with our standard.

At the Akyem biodiversity offset project, we expect to finalize and implement a management structure in 2015 that includes an independent Board to manage the project's strategy and funding – including the establishment of an endowment fund. We also will conduct a feasibility study of the offset site that includes a draft management plan framework and the associated key performance indicators to monitor the success of the program.

Additional mule deer habitat improvements are planned at our Long Canyon project in line with the project's reclamation plan, which includes establishment of mule deer habitat and, where appropriate, plant communities suitable to support the greater sage-grouse species.

An updated biodiversity action plan, which includes an implementation of programs directed at the species of concern, minimization of disturbance, and improvement of habitat conditions through restoration of artisanal small mining disturbances, will be developed in 2015 for our Merian project in Suriname.

# Air Quality

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## Project to Significantly Reduce Sulfur Dioxide and Mercury Emissions

At the KCGM operation in Australia, a large proportion of the gold ore mined is refractory, meaning sulfide minerals trap the gold making it difficult to extract. For this ore type, roasting – which produces off-gases, or emissions – is an effective method of recovering the gold.



While the emissions from the Gidji roaster at KCGM meet air quality standards, they also are the largest contributors to Newmont's sulfur dioxide and mercury emissions.

For this reason, KCGM undertook the Emission Reduction Project, which involves replacing the Gidji roasters at KCGM with a large ultra-fine grinding (UFG) mill and installing emission controls at the Fimiston plant. Construction on the UFG mill began in 2014, and once it is commissioned, the Gidji roasters will cease operating (expected by the end of 2015). The project's goal is to reduce KCGM's gaseous mercury emissions by at least 90 percent and sulfur dioxide emissions by at least 99 percent.

## Approach

Newmont's operations release gases and fine particulates that can pose risks to people and the environment. Our [\*\*Sustainability and Stakeholder Engagement Policy\*\*](#) states our commitment, and our Air Emissions Management Standard guides our approach to assessing and managing air emissions in a manner that complies with all laws and regulations and protects human health and the environment. Our approach to managing emissions characterized as greenhouse gases (GHGs) is

detailed in the [\*\*Energy and Climate Change\*\*](#) section of this report.

All sites must develop a plan that includes strategies, management practices and responsibilities for applying effective air quality controls and monitoring and reporting against our performance.

Our material emissions are sulfur and nitrogen oxides (SOx and NOx), particulate matter (PM) and mercury. SOx and NOx emissions are primarily generated at our furnaces and coal-fired power plants. Our fugitive PM emissions (i.e., irregular emissions from dispersed sources) primarily are dust from mining activities such as blasting, excavating, crushing ore, removing topsoil and operating heavy equipment on unpaved roads.

While Newmont does not use mercury to mine or extract gold, mercury is present as naturally occurring compounds in ore at several of our operations. In some of Newmont's gold-recovery processes, ore or ore concentrates are heated to temperatures that transform naturally occurring mercury mineral compounds into gaseous elemental mercury. To prevent gaseous mercury from entering the environment, Newmont captures it using maximum achievable control technology (MACT) – as defined by the Nevada Mercury Control Program standard – and retires or stores the collected mercury, thereby removing it from circulation.

In Nevada, our TS Power Plant – a 242 megawatt coal-fired electricity generating plant – uses a brominated activated carbon injection system and a continuous emissions monitoring system (CEMS), one of the first mercury-specific CEMS in the United States, to significantly reduce mercury emissions. The power plant also is equipped with controls to reduce SOx, NOx and PM emissions and is compliant with MACT standards on emission limits.

Along with reporting our air emissions in accordance with the Global Reporting Initiative (GRI), we also annually report our air emissions through the U.S. Environmental Protection Agency's (EPA) Toxic Release Inventory (TRI) program and Australia's National Pollutant Inventory.

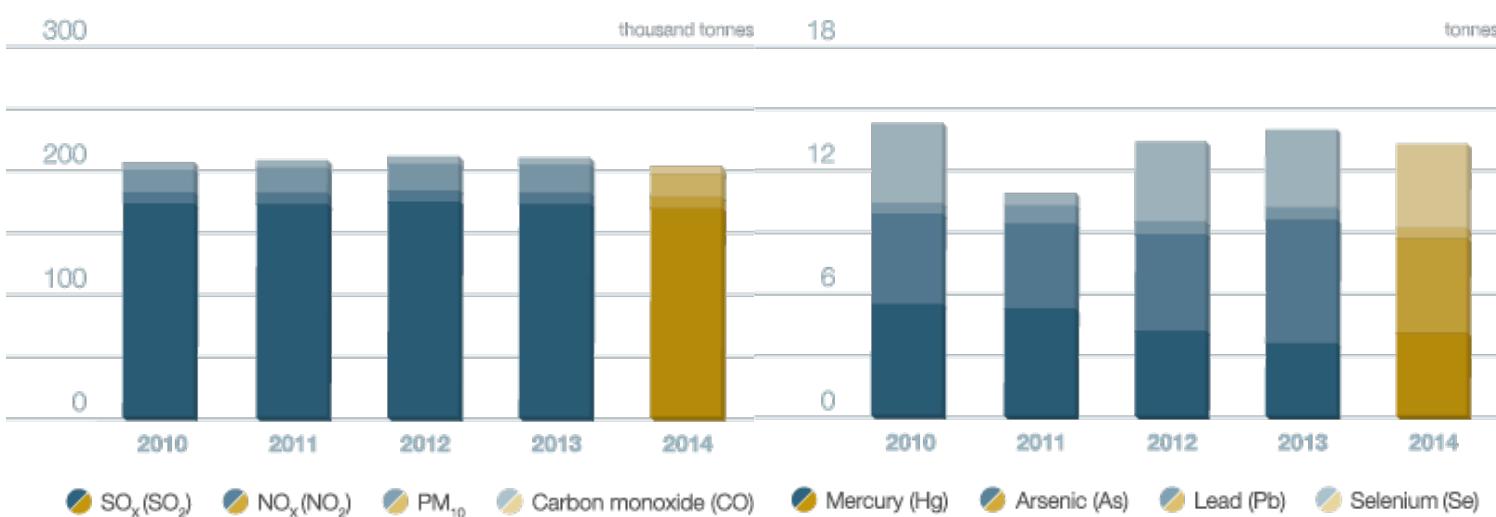
## **2014 Performance**

Our air emissions reflect the inherent variations in ore composition as we mine from one part of the ore body to another.

Compared to 2013, mercury emissions decreased 71 percent at our Nevada operations due to ongoing installation of MACT, and decreased 59 percent at Yanacocha due to process modifications and less processed ore. However, mercury emission at the KCGM operation – which is jointly owned by Newmont and Barrick – increased 32 percent due to increased mercury levels in the roaster feed ore.

## Air emissions – gas

## Air emissions – metals



Note: Our Australia sites operated by Newmont report air emissions on a fiscal year basis (July 1 to June 30) while Kalgoorlie Consolidated Gold Mines (KCGM) reports its air emissions on a calendar year basis (January 1 to December 31).

In 2014, KCGM received final approval to **construct an ultra-fine grinding (UFG) mill**, which is expected to significantly reduce the operation's – and Newmont's overall – mercury and sulfur dioxide emissions. Newmont's contribution to the project is expected to be around \$38 million. KCGM currently accounts for around 99 percent of Newmont's sulfur dioxide emissions.

Newmont does not use any ozone-depleting substances (ODS), identified as such in the appendices of the Montreal Protocol, at any of our operations. All sites report the use of ODS refrigerant substitutes R-134a and R-410a for cooling system maintenance.

We implemented our updated Air Emissions Management Standard in 2014 to assess and manage air emissions of regulated pollutants and better measure our performance. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis against the updated standards and developed action plans to address these gaps.

[Click here](#) for full data tables. >

## **Future Focus**

**Commissioning of the UFG mill** and decommissioning of the Gidji roaster at KCGM are expected in the second half of 2015. Once commissioned, the new mill is expected to reduce KCGM's sulfur dioxide and mercury emissions by at least 99 and 90 percent, respectively.

All sites will implement action plans to address any areas identified in the gap analysis in order to be in full compliance with the updated standards by mid-2016.

# Cyanide Management

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## Continuous Improvement in Cyanide Management

Along with being a signatory to the International Cyanide Management Code (ICMC) – a voluntary program that focuses on responsibly handling and managing the use of cyanide in the gold mining process – Newmont's updated standards go above and beyond the ICMC and require internal and external audits in between the formal ICMC audits.



In 2014, we also conducted a specialized training course for metallurgists, metallurgical technicians and environmental team members from all our sites in Australia. The training, which was conducted by Australia's national science agency CSIRO, combined lectures on topics, such as the chemistry of cyanide solutions and analysis methods, with training sessions to improve accuracy in monitoring and accounting for the various cyanide compounds in process solutions.

The course also incorporated discussion sessions to allow each site to present their knowledge and address challenges and opportunities regarding cyanide management. We are currently evaluating opportunities to conduct similar training programs across our other sites and regions.

### Approach

Today's gold deposits tend to be "invisible," or in more technical terms, disseminated submicroscopic gold. At such low concentrations, chemical extraction is the only viable method of recovering the gold from the ore, with the most effective and economical chemical being sodium cyanide. While safer than alternative chemical agents, cyanide can pose health risks to humans, animals and plant life.

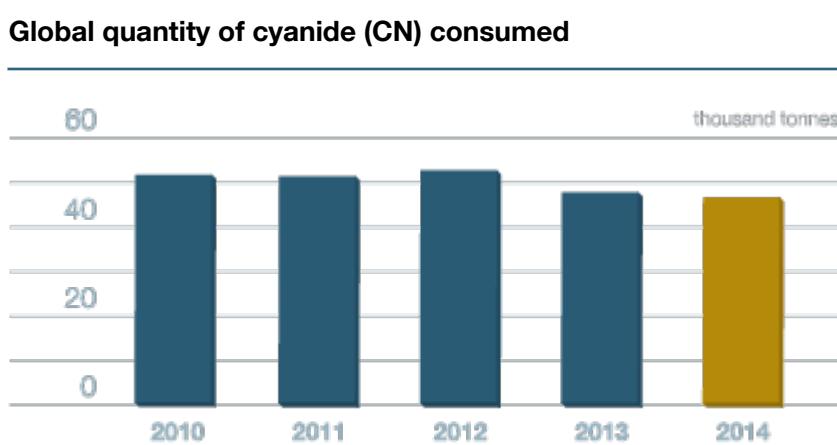
Our commitment to safely and responsibly manage cyanide is stated in our **Sustainability and Stakeholder Engagement Policy** and the minimum requirements all sites must meet are stated in our Hazardous Materials Management Standard.

All our gold processing facilities that use cyanide are required to be certified to the **International Cyanide Management Code** (ICMC or the Code). The Code comprises nine principles intended to improve the lifecycle management of cyanide, reduce exposure of workers and surrounding communities from harmful levels of cyanide, minimize impacts to the environment, and enhance response actions to cyanide releases.

In 2005, Newmont became one of the 14 initial signatories to the Code, which provides the framework for managing cyanide at our operations. Compliance with the Code requires independent third-party verification through an audit process and recertification every three years. We also require new operations that use cyanide to process ore to conduct the initial certification audit within 12 months of commercial production. This requirement is more stringent than that of the Code, which allows new sites and facilities to achieve certification within three years. In addition, sites engage internal and external auditing teams to review Code compliance in the years between formal audit cycles.

Details of our compliance records and copies of the audit documents for each of our mines that use cyanide for processing can be found on the **Code website**.

## 2014 Performance



*Note: The reported 2010 data was corrected from the 47.8 tonnes reported in the 2013 report.*

In 2014, Newmont operations used 46.2 thousand tonnes of sodium cyanide. Quantities vary each year due to mineral variations in our ore bodies as well as processing variables.

In 2014, our Twin Creeks operation in Nevada achieved Code recertification. The Yanacocha and Ahafo operations completed their recertification audits during the year in accordance with requirements. The International

Cyanide Management Institute (ICMI) issued final reports confirming recertification of both operations in early 2015. The Akyem operation – which entered commercial production in late 2013 – completed its initial audit in 2014, and received the ICMI's final report in early 2015. Updated information on certifications is available on the **ICMI website**.

We rate environmental incidents on a severity scale of one to five, and consider Levels 1 and 2 incidents to be relatively minor and Levels 3 to 5 incidents to be more significant. In 2014, we recorded one Level 3 and no Level 4 or 5 cyanide-related environmental incidents. The Level 3 release occurred at our Carlin operation in Nevada when a construction crew accidentally cut a buried pipeline and spilled 6,000 gallons of low concentration cyanide solution. The spill was contained on site and did not affect water bodies, wildlife or human health. The incident was reported to the appropriate regulatory authorities, as required, and was cleaned up and remediated.

We implemented our updated Hazardous Materials Management Standard in 2014 to ensure our facilities and operations protect human health and the environment. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis against the updated standards and developed action plans to address these gaps.

[Click here](#) for 2014 Cyanide Code reporting. >

[Click here](#) for Cyanide Code reporting for previous years.

## Future Focus

In 2015, we will conduct recertification audits at the Boddington, KCGM and Tanami operations in Australia and the Phoenix operation and Carlin complex in Nevada. Our Emigrant facility in Nevada, which is part of the Carlin operation, is working toward Code certification in 2015 in order to align with the recertification process at Carlin's other facilities. All certified operations will map Cyanide Code requirements to ISO 14001 environmental management system requirements.

All sites will implement action plans to address any areas identified in the gap analysis in order to be in full compliance with the updated standard by mid-2016.

# Closure and Reclamation

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## Botanical Garden Designation First in Indonesia

In 2014, around 240 hectares (nearly 600 acres) of land reclaimed on the PT Newmont Minahasa Raya (PTNMR) former mine site were designated a botanical garden by the government of Indonesia.



This designation is significant for a number of reasons. The process involved extensive research, input and approvals from a number of stakeholders including the Department of Forestry, Indonesian Institute of Sciences, University of Sam Ratulangi, North Sulawesi Sustainable Development Foundation and other local constituents. In addition, this designation is the first ever in Indonesia, and the area will serve as a model for current and future mine reclamation projects in the country.

The botanical garden is part of a larger reclamation forest (443 hectares, or 1,112 acres), which was part of a reforestation strategy that began during PTNMR's operations and was incorporated into the mine's closure plan and Sustainable Development Program. Today, the reclamation area is a thriving forest that includes mahogany, teak, nyatoh and sengon trees.

Both the forest and the garden are expected to make positive economic and environmental contributions. The reclamation forest is a model carbon absorption project – the first of its kind in Indonesia – and the garden is expected to become a tourist attraction and a source of regional revenue. The botanical garden designation also ensures protection for the habitats of hundreds of species of plants, birds, insects and other animals. And because of the forest's and garden's rich biodiversity, they are expected to serve as an outdoor classroom and laboratory for environmental

research and education.

## Approach

Closure and reclamation of a mining property is a complex process. Done poorly, a closed mine can leave behind safety and environmental issues, economic and social community challenges, ongoing costs and liabilities and a lasting negative legacy. On the other hand, proper mine closure can significantly minimize risks and liabilities, avoid the need to manage the property in perpetuity, and successfully transition the land from a mine site to a new resource that will provide sustainable community benefits for generations to come.

Our commitment to provide for long-term environmental stability and beneficial post-mining land uses is stated in our **Sustainability and Stakeholder Engagement Policy**, and our approach to fulfilling this commitment is detailed in our Closure and Reclamation Management Standard.

Prior to construction, each Newmont operation must have a closure and reclamation plan that:

- Identifies the technical aspects of closure and associated costs;
- Considers and addresses regulatory, community and stakeholder commitments and expectations identified during stakeholder engagements and social impact assessments;
- Identifies and addresses the risks and impacts of mine closure on the stakeholders and community;
- Establishes design and success criteria that minimize environmental, social and financial risks;
- Includes a concurrent reclamation plan that is integrated into annual and long-term mine plans; and
- Integrates closure and reclamation requirements into the annual mine planning process.

A multidisciplinary Closure and Reclamation Technical Team (CRTT) is responsible for the development and monitoring of the plans and annually preparing closure cost estimates throughout the mine life.

To minimize the social and economic impact of mine closure, our new standard requires sites to engage and involve stakeholders in planning, implementation and monitoring of the closure and reclamation process. Currently, all of our operations engage local stakeholders whenever a significant event – such as a permit change, mine expansion or environmental impact assessment – warrants a review of the mine closure plan.

Concurrent reclamation – the act of rehabilitating land that is no longer required for operations while we are still mining – is effective in achieving successful and sustainable post-closure outcomes. It helps minimize acid rock drainage and other environmental impacts; allows time to test options; takes advantage of the equipment and personnel already on site; and reduces the time required post-closure

to achieve a successful outcome. We plan and budget for concurrent reclamation before operations begin and evaluate opportunities during the annual business planning process.

## 2014 Performance

At the end of 2014, no sites were expected to be closed within five years, but all sites had closure and reclamation plans in place. During the year, an additional 388 hectares globally were disturbed by our operations and 37 hectares were reclaimed, bringing the total cumulative disturbed ground not yet reclaimed to 31,679 hectares. Concurrent reclamation is being carried out on 4,403 hectares across our operating sites.

### Hectares of concurrent reclamation

Country	Reclamation area (ha)
Ghana	50.2
Peru	533.4
Nevada	3,226.9
Australia/New Zealand	517.0
Indonesia (Batu Hijau)	75.8
<b>Total</b>	<b>4,403.3</b>

Our Twin Creeks mine in Nevada received the Interstate Mining Compact Commission's (IMCC) 2014 Reclamation Award for work at the Piñon tailings facility, which covers approximately 150 acres and is about 80 feet deep. The facility is the first in Nevada to meet all closure and reclamation milestones.

To ensure we leave a positive legacy and meet all legal and regulatory requirements, we accrue funds for reclamation costs relating to currently or recently producing mineral properties in accordance with Financial Accounting Standard (FAS) No. 143. We also have environmental obligations associated with former mining activities and sites that require developing and implementing remediation plans at the various sites involved. For more details of Newmont's closure and reclamation costs, please see the [\*\*2014 10-K report\*\*](#), pages 73 and 144.

We implemented our updated Closure and Reclamation Standard in 2014 to better manage and monitor our performance from the exploration through post-closure phases. All sites – with the exception of Batu Hijau due to the temporary shutdown of operations – conducted a gap analysis

against the updated standards and developed action plans to address these gaps.

[\*\*Click here\*\*](#) for full data tables. >

## Future Focus

In 2014, we established process-oriented external targets that we will begin reporting against in 2015 to demonstrate our commitment to transparency in how we are performing against our closure and reclamation commitments. These targets provide the foundation for developing more quantitative targets in the future.

In 2015, our closure and reclamation targets focus on developing formal plans to incorporate and increase the annual area reclaimed concurrently with operations. Concurrent reclamation reduces our impacted footprint and minimizes the infiltration of water through mine rock and disturbed soils.

### Closure and reclamation targets

Year	Target definition	Target for sites	Target for Newmont
<b>2015</b>	Development of a Concurrent Reclamation Plan that identifies total area to be reclaimed each year	Concurrent Reclamation Plan developed and approved	All sites complete a Concurrent Reclamation Plan
<b>2016</b>	Percent of concurrent final reclamation activities executed against the site plan	<b>80 percent</b> of Concurrent Final Reclamation Plan achieved	<b>80 percent</b> of planned reclamation activities achieved across Newmont
<b>2017</b>		<b>90 percent</b> of Concurrent Final Reclamation Plan achieved	<b>90 percent</b> of planned reclamation activities achieved across Newmont

To better address the financial and reputational risks related to mine closure, in 2015 we will establish an enhanced governance process to better drive our approach and improve results. One aspect of the work will be to better integrate the multifunctional and multidisciplinary aspects of closure. All closure management plans will involve approval by senior company leaders.

# Compliance

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## Approach

Our **Sustainability and Stakeholder Engagement Policy** states our commitment to avoid, minimize, mitigate, and/or remediate our impacts on the environment and proactively manage risks. We use fact- and science-based methodologies and leading best practices to demonstrate our environmental stewardship. However, when incidents do occur, we are committed to transparent reporting and full mitigation. Our guiding principles state we will:

- Operate our facilities at all times in compliance with applicable laws and regulations and Newmont Standards.
- Adhere to and update environmental standards that are protective of both human health and the environment at the facilities we build and operate.
- Develop closure and reclamation plans during the design phase, and implement those plans during operations to provide for long-term environmental stability and suitable post-mining beneficial land uses.

## 2014 Performance

At the end of 2014, eight of our 11 active **operating sites that use cyanide** were certified or recertified as compliant with the International Cyanide Management Code (the Code). In early 2015, the International Cyanide Management Institute (ICMI) recertified the Yanacocha and Ahafo operations and certified the Akyem operation. Our Emigrant facility in Nevada, which is part of the Carlin operation, is working toward Code certification in 2015 in order to align with the recertification process at Carlin's other facilities.

ISO 14001 certification of our environmental management systems is required at all the sites we manage. Annual third-party audits ensure we are working to minimize our environmental impacts, and setting and achieving environmental objectives. All our operations' environmental management systems are certified to ISO 14001 standards, with the exception of Akyem in Ghana. Akyem commenced operations in late 2013 and is preparing for an external ISO 14001 certification audit in 2016.

Our operating sites also conduct internal audits to assess compliance with all applicable environmental regulatory laws and commitments. Our operations hosted 121 inspections by regulatory agencies in 2014 and received no sanctions. We did incur four fines totaling \$119,651 related to the following environmental matters:

- Our Yanacocha operation paid a \$30,970 fine related to inadequate monitoring of stack emissions, hazardous waste disposal and dust controls identified in 2010;
- Yanacocha also paid a \$65,867 fine related to inadequate hazardous waste management practices identified in 2009;
- Our TS Power Plant in Nevada paid a \$12,420 fine related to a permit limit exceeded during source testing; and
- Our Carlin operation in Nevada paid a \$10,394 fine for a Resource Conservation Recovery Act (RCRA) violation for improper waste disposal.

#### **Releases by number of incidents**

	2010	2011	2012	2013	2014
Total releases on site	92	80	68	70	84
Total releases off site	0	0	1	1	0
Total releases	92	80	69	71	84
Cyanide releases	88	80	60	69	76
Mercury releases	0	0	2	0	0
Significant hydrocarbon releases	2	0	3	1	6
Significant chemical releases	0	0	2	1	1
Other significant releases	2	0	2	0	1
Total Level 3 releases	8	6	11	7	9
Total Level 4 releases	0	0	0	0	0
Total Level 5 releases	0	0	0	0	0

## **Releases by volume (kL)**

	2010	2011	2012	2013	2014
Cyanide	255	834	90	3,373	98.7
Mercury release mass	0	0	0	0	0
Hydrocarbon (significant)	2	0	3	1	42
Chemical (significant)	0	0	44	723	40
Other (significant)	0	0	310	0	5

*Note: All cyanide releases in 2014 were on site, contained within the site boundaries and remediated according to applicable regulations.*

## **Fines and sanctions**

	2010	2011	2012	2013	2014
Total number of fines	4	1	4	2	4
Monetary value of fines	\$100,584	\$8,000	\$161,339	\$104,005	\$119,651
Total number of sanctions	3	2	0	0	0

## **Future Focus**

We will continue to maintain ISO 14001 certification at all operating sites and continue preparations for Akyem's initial external certification audit in 2016.

# Data Appendix

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## Water

### Water consumption (in thousands kiloliters (kL))

	2010	2011	2012	2013	2014
Total water withdrawn	505,707	481,348	534,446	575,965	509,028
Surface water	57,085	46,444	60,678	55,571	52,574
Groundwater	130,548	156,710	167,752	163,612	144,975
Precipitation	97,901	85,017	104,799	105,240	89,884
Municipal water	1,639	1,874	1,791	1,845	1,750
Ocean water used for processing	59,166	47,925	32,213	32,699	30,809
Ocean water used for cooling	159,368	143,378	167,213	216,997	189,036
Total water consumed (withdrawn minus direct and total discharges)	462,617	436,367	449,250	491,433	434,038
Total water recycled	277,736	272,713	246,435	209,361	229,011
Total water used (consumed + recycled)	739,266	709,079	695,685	700,794	663,049

*Note: The volume of total water consumed was corrected for 2010.*

## Water discharges (in thousands kL)

	2010	2011	2012	2013	2014
Total water discharge (direct)	43,089	44,982	85,196	84,532	74,990
Direct discharge – reused by external organization	282	635	835	923	507
Direct discharge – surface water	37,966	40,255	44,243	61,670	47,109
Direct discharge – groundwater	4,834	4,091	5,486	21,939	27,374
Direct discharge – ocean	0	0	0	0	0
Direct discharge – external treatment facility	0	0	0	0	0
Direct discharge – sewers	7	0	0	0	0
Total discharge of used water	306,058	273,700	298,937	347,651	307,749
Discharge of used water – reused by external organization	3,629	5,045	5,064	6,002	5,062
Discharge of used water – surface water	35,193	43,945	46,155	48,461	40,812
Discharge of used water – groundwater	4	4	5	4	7
Discharge of used water – ocean	267,196	224,668	247,672	293,149	261,836
Discharge of used water – external treatment facility	0	0	0	0	0
Discharge of used water – sewers	37	38	40	36	32
Total discharges	349,147	318,682	384,132	432,184	382,738
Total treated water	89,137	89,109	115,443	112,227	98,848
Water treated by acid water treatment plant	21,808	29,829	32,395	38,018	30,076
Water treated by reverse osmosis plant	9,993	12,979	13,044	11,966	11,066

	2010	2011	2012	2013	2014
Water treated by sewage treatment plant	440	284	440	440	434
Water treated by process water treatment plant	5,114	10,337	8,378	6,825	4,051
Water treated by other process	51,782	35,680	61,186	54,979	53,220

#### **Discharges that exceeded metals and/or other parameters (in thousands kL)**

2010	2011	2012	2013	2014
660	4,216	192	1,114	180.9

*Note: Discharges included manganese (106,800 kL) and sulfate (71,200 kL) released from a sediment control dam during April, June and November 2014 at our Ahafo operation in Ghana. A severe storm event in April at our Waihi operation in New Zealand resulted in a one-time release of acidic water (2,000 kL) and 930 kL of water exceeding the total suspended solids limit.*

## **Energy and Climate Change**

#### **Total electricity consumption – energy value (in millions GJ)**

	2010	2011	2012	2013	2014
<b>Direct energy consumption</b>					
Total site-generated electricity (direct energy generation)	4.3	9.4	8.8	8.4	7.8
Diesel power	0.60	0.83	0.68	0.72	0.69
Waste oil	0.06	0	0	0	0
Coal-fired power	3.3	8.2	7.7	8.5	8.2
Natural gas–fired power	0.35	0.33	0.37	0.37	0
LPG/propane power	0	0	0	0	0

	2010	2011	2012	2013	2014
Total site-generated electricity sold	0	0	0	1.15	1.1
Total site-generated electricity consumed	4.3	9.4	8.8	8.4	7.8
<b>Indirect energy consumption</b>					
Total grid electricity (indirect energy generation)	11.7	6.9	8.7	8.9	9.0
Grid electricity from renewable sources	3.3	4.3	4.0	3.9	3.8
Grid electricity from non-renewable sources	8.4	2.6	4.7	5.0	5.2
Total electricity consumption (direct + indirect)	15.9	16.3	17.4	17.4	16.7

### **Direct energy consumption – energy value (in millions GJ)**

	2010	2011	2012	2013	2014
Direct non-renewable energy consumption	37.0	55.6	51.2	57.2	52.1
Coal	10.4	23.3	22.1	27.4	26.4
Diesel	22.8	24.8	25.4	26.3	22.6
Waste oil	0.2	0.06	0.02	0.03	0.04
Gasoline	0.2	0.2	0.2	0.2	0.1
Natural gas	3.0	3.0	3.0	2.9	1.8
Propane	0.2	0.3	0.2	0.2	0.8
Heavy fuel oil	0.2	4.0	0.3	0.3	0.2
Aviation fuel	0.003	0.03	0.02	0.01	0.03
Total direct renewable energy consumption	0.21	0.43	0.41	0.36	0.31

	2010	2011	2012	2013	2014
Total direct energy consumption (energy value of primary sources)	37.2	56.0	51.6	57.5	52.4

### Greenhouse gas emissions (CO<sub>2</sub>e) (in millions of tonnes)

	2010	2011	2012	2013	2014
Total direct emissions	3.1	4.6	4.3	4.5	4.1
From coal	1.0	2.4	2	2.2	2.1
From diesel	1.6	1.7	1.8	1.8	1.6
From waste oil	0.004	0.003	0.0002	0.0003	0.0003
From gasoline	0.01	0.01	0.01	0.01	0.01
From natural gas	0.15	0.15	0.15	0.15	0.09
From propane	0.01	0.02	0.01	0.01	0.05
From heavy fuel oil	0.02	0.02	0.02	0.02	0.02
From aviation fuel	0.0002	0.002	0.002	0.0003	0.002
From ANFO	0.01	0.01	0.01	0.004	0.002
From heavy ANFO	0	0	0	0.002	0.006
From emulsion	0.02	0.02	0.02	0.02	0.01
From autoclave	0.09	0.1	0.11	0.11	0.11
From roasters	0.09	0.1	0.09	0.08	0.11
From quick lime production	0.04	0.04	0.04	0.04	0.04
From ARD neutralization	0.003	0.003	0.01	0.003	0.003

	2010	2011	2012	2013	2014
Sulfur hexafluoride (SF <sub>6</sub> )	TR	TR	TR	TR	TR
Hydrofluorocarbon (HFC)	0.003	0.003	0.008	0.01	0
Methane (CH <sub>4</sub> )	TR	TR	TR	TR	TR
Total indirect emissions	1.7	1.1	1.2	1.3	1.2
Total emissions	4.7	5.7	5.4	5.7	5.4

TR = Trace, which is <0.0001

## Waste Management

### Waste produced

	Units	2010	2011	2012	2013	2014
Total waste rock generated	million tonnes	419.2	483.6	559.6	568.7	406.6
Potentially acid-generating waste rock	million tonnes	179.9	244.4	288.5	293.4	148.4
Non-potentially acid-generating waste rock	million tonnes	239.4	239.2	271.1	275.3	258.2
Total tailings	million tonnes	137.5	129.8	145.4	173	146.1
Tailings to surface	million tonnes	93.2	96.7	112.3	139.8	124.1
In-pit tailings	million tonnes	1.8	1.3	1.3	1.3	0.01
Sub-surface tailings	million tonnes	0	0	0	0	0
Sub-sea tailings	million tonnes	42.5	31.7	31.8	31.9	21.9
Total hazardous waste	thousand tonnes	28.3	36.2	28.5	63.6	38.9

	Units	2010	2011	2012	2013	2014
Total hazardous waste sent off site but not recycled	thousand tonnes	3.7	3.6	4	2.6	2.0
Total hazardous waste treated/disposed of on site	thousand tonnes	11.4	12.3	15.1	35.6	14.1
Total hazardous waste recycled	thousand tonnes	13.2	20.3	9.4	25.4	22.9
Total non-hazardous waste	thousand tonnes	68.7	77.1	72.4	60.4	49.5
Total non-hazardous waste to landfill (household and industrial waste)	thousand tonnes	31.9	29.2	24.2	14.6	13.2
Total non-hazardous waste sent to other locations	thousand tonnes	16.9	22.3	20.3	20.1	7.9
Total non-hazardous recycled waste removed from site	thousand tonnes	19.2	25	27.7	25.7	28.2
Total non-hazardous waste incinerated	thousand tonnes	0.6	0.6	0.1	0.1	0.2
Elemental Mercury (Hg)	tonnes	71.8	53.8	39.3	24.8	20.9

## Production data

	Units	2010	2011	2012	2013	2014
Gold sales	million ounces	6.45	5.9	5.58	5.46	4.97
Copper sales	million pounds	600.44	351.7	224.23	227.44	273.2
Ore mined	million tonnes	205.18	188.02	153.91	206.87	220.3
Ore to leach pad	million tonnes	68.88	61.12	62.87	73.38	55.6

	Units	2010	2011	2012	2013	2014
Ore milled	million tonnes	116.11	109.77	111.54	115.02	110.8
Waste rock	million tonnes	455.81	506.92	480.87	620.37	398.5
Total rock removed (ore mined + waste rock)	million tonnes	660.99	694.94	634.78	827.24	618.7

### Materials usage

	Units	2010	2011	2012	2013	2014
Cement	thousand tonnes	63	48	79.3	93.6	81.7
Cyanide (CN)	thousand tonnes	47.8	51	52.3	47.4	46.2
Grinding media	thousand tonnes	106.7	106.6	98.4	104.1	97.7
Lime	thousand tonnes	522.5	470.1	503.1	472.7	483.6
Tires (by weight)	thousand tonnes	14.2	13.8	14	15	12.8
Lubes	thousand kL	12.3	14.3	13.1	13.2	13.2
HCL	thousand kL	6.8	7.2	5.9	6.7	6.7
H <sub>2</sub> SO <sub>4</sub>	thousand kL	17.9	56.3	58.6	58.9	56.5
Coal	thousand tonnes	528.5	1,141.2	1,106.0	1,201.3	1,120.7
Diesel	thousand kL	589.4	640.9	657.9	679.4	588.1
Waste oil	thousand kL	1.7	1.5	0.5	0	1.0
Gasoline	thousand kL	4.9	5	5.3	5.4	4.0
Natural gas	thousand gigajoules (GJ)	3,044.07	2,957.32	2,993.56	2,858.98	1,829.8
Propane	thousand kL	9.1	10.4	7.6	6.1	30.0

	Units	2010	2011	2012	2013	2014
Heavy fuel oil	thousand kL	84.4	95.7	6.4	6.7	6.4
Aviation fuel	thousand kL	0.1	0.1	0.6	0.4	0.7
ANFO	thousand tonnes	62.6	48.2	36.5	21.9	12.9
Heavy ANFO	thousand tonnes	0	0	0.8	9.0	35.3
Emulsion	thousand tonnes	99.9	112.6	84.5	89.7	79.7

### Recycled input materials

The following table presents data regarding the percentage of a specific material we use in our mineral processing that is made up of recycled material. For instance, in 2014, 75 percent of the grinding media we used was made from recycled scrap metal.

	2010	2011	2012	2013	2014
Recycled cement	0.0%	0.0%	0.0%	0.0%	0.0%
Recycled sodium cyanide	0.0%	0.0%	0.0%	0.0%	0.0%
Recycled grinding media	56.0%	75.1%	78.1%	78.9%	75.0%
Recycled lime	0.0%	0.0%	0.0%	0.0%	0.0%
Recycled tires	0.2%	0.4%	0.2%	0.2%	0.2%
Recycled lubes	21.5%	18.2%	21.0%	18.7%	0.0%
Recycled H <sub>2</sub> SO <sub>4</sub>	0.0%	0.0%	0.0%	0.0%	0.0%
Recycled HCL	17.7%	7.8%	12.5%	15.7%	16.4%

# Biodiversity

## Biodiversity impacts

	Units	2010	2011	2012	2013	2014
Sites in which biodiversity is covered in EIA or similar document	number	9 of 13	9 of 13	9 of 13	11 of 14	11 of 13
Mine lease area	thousand hectares	484	496	505	469	376
Potential area of impact	thousand hectares	186	186	186	187	185
IUCN management areas within area of potential impact	thousand hectares	0	0	0	0	0
UNESCO world heritage sites within area of potential impact	thousand hectares	0	0	0	0	0
UNESCO man and biosphere reserves within area of potential impact	thousand hectares	0	0	0	0	0
RAMSAR wetlands within area of potential impact	thousand hectares	0	0	0	0	0
Alliance for Zero Extinction area within area of potential impact	thousand hectares	0	0	0	0	0
Key biodiversity areas within area of potential impact	thousand hectares	0	0	0	0	0
Important bird areas within area of potential impact	thousand hectares	0	0	0	0	0
Total IUCN listed wildlife mortalities	number	170	175	176	238	237
Vulnerable	number	0	9	0	0	0
Endangered	number	0	0	1	3	1
Critically endangered	number	0	0	1	0	0

	Units	2010	2011	2012	2013	2014
Near threatened	number	N/A	N/A	3	6	5
Least concern	number	N/A	N/A	171	229	231
Not specified	number	170	166	0	0	

*Note: Data summary of wildlife mortalities was adjusted in 2012 to include specific data on “least concern” and “near threatened” mortalities, whereas before they were reported together as not specified. Going forward, data from each of the six categories will be reported individually.*

## Air Quality

### Air emissions

	Units	2010	2011	2012	2013	2014
SO <sub>x</sub> (SO <sub>2</sub> )	thousand tonnes	171.9	171.6	173.8	171.6	168.2
NO <sub>x</sub> (NO <sub>2</sub> )	thousand tonnes	6	6.5	6	6.9	6.4
PM <sub>10</sub>	thousand tonnes	17.9	20.3	21	22.3	19.0
Carbon monoxide (CO)	thousand tonnes	2.3	2.7	2.4	2.5	2.3
Mercury (Hg)	tonnes	5.4	5.2	4.1	3.5	4.0
Arsenic (As)	tonnes	4.4	4.1	4.7	6	4.6
Lead (Pb)	tonnes	0.5	0.9	0.6	0.6	0.5
Selenium (Se)	tonnes	3.9	0.6	3.9	3.8	4.1

*Note: Our Australia sites operated by Newmont report air emissions on a fiscal year basis (July 1 to June 30) while Kalgoorlie Consolidated Gold Mines (KCGM) reports its air emissions on a calendar year basis (January 1 to December 31).*

# Cyanide Management

## Cyanide Code 2014 summary data

	Total
Incidents of cyanide exposure resulting in hospitalization	0
Incidents where release off the mine site required response or remediation	0
Incidents where release on or off the mine site resulted in significant adverse effects to health	0
Incidents where release on or off the mine site resulted in significant adverse effects to the environment	0
Incidents where release on or off the mine site required reporting under applicable regulations	22
Incidents where release caused exceedances of applicable limits for cyanide	12

## Cyanide incidents

Site	0	0	0	0	0	0
Ahafo	0	0	0	0	0	0
Akyem	0	0	0	0	0	0
Boddington	0	0	0	0	4	3
Carlin	0	0	0	0	1	0
Tanami	0	0	0	0	0	0
KCGM	0	0	0	0	0	2
Lone Tree	0	0	0	0	0	0
Phoenix	0	0	0	0	7	0
Twin Creeks	0	0	0	0	10	7

Site						
Waihi	0	0	0	0	0	0
Yanacocha	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>12</b>

-  – Incidents of cyanide exposure resulting in hospitalization
-  – Incidents where release off the mine site required response or remediation
-  – Incidents where release on or off the mine site resulted in significant adverse effects to health
-  – Incidents where release on or off the mine site resulted in significant adverse effects to the environment
-  – Incidents where release on or off the mine site required reporting under applicable regulations
-  – Incidents where release caused exceedances of applicable limits for cyanide

## Closure and Reclamation

### Hectares of concurrent reclamation

Country	Reclamation area (ha)
Ghana	50.2
Peru	533.4
Nevada	3,226.9
Australia/New Zealand	517.0
Indonesia (Batu Hijau)	75.8
<b>Total</b>	<b>4,403.3</b>

**Amount of land disturbed or rehabilitated**

Land disturbance (thousand hectares)	2010	2011	2012	2013	2014
New disturbance during reporting period	0.4	0.96	1.28	0.66	0.39
Total reclamation in progress	5.3	5.5	4.7	4.3	4.4
Achieved reclamation (to agreed-upon end use) during reporting period	0.009	0.08	0	0.06	0.04
Total disturbance not yet reclaimed to agreed-upon end use at end of reporting period	28.8	31.8	33.4	33.9	31.7