



2017 SUSTAINABILITY REPORT

Beyond the Mine

AFRICA REGION SUMMARY

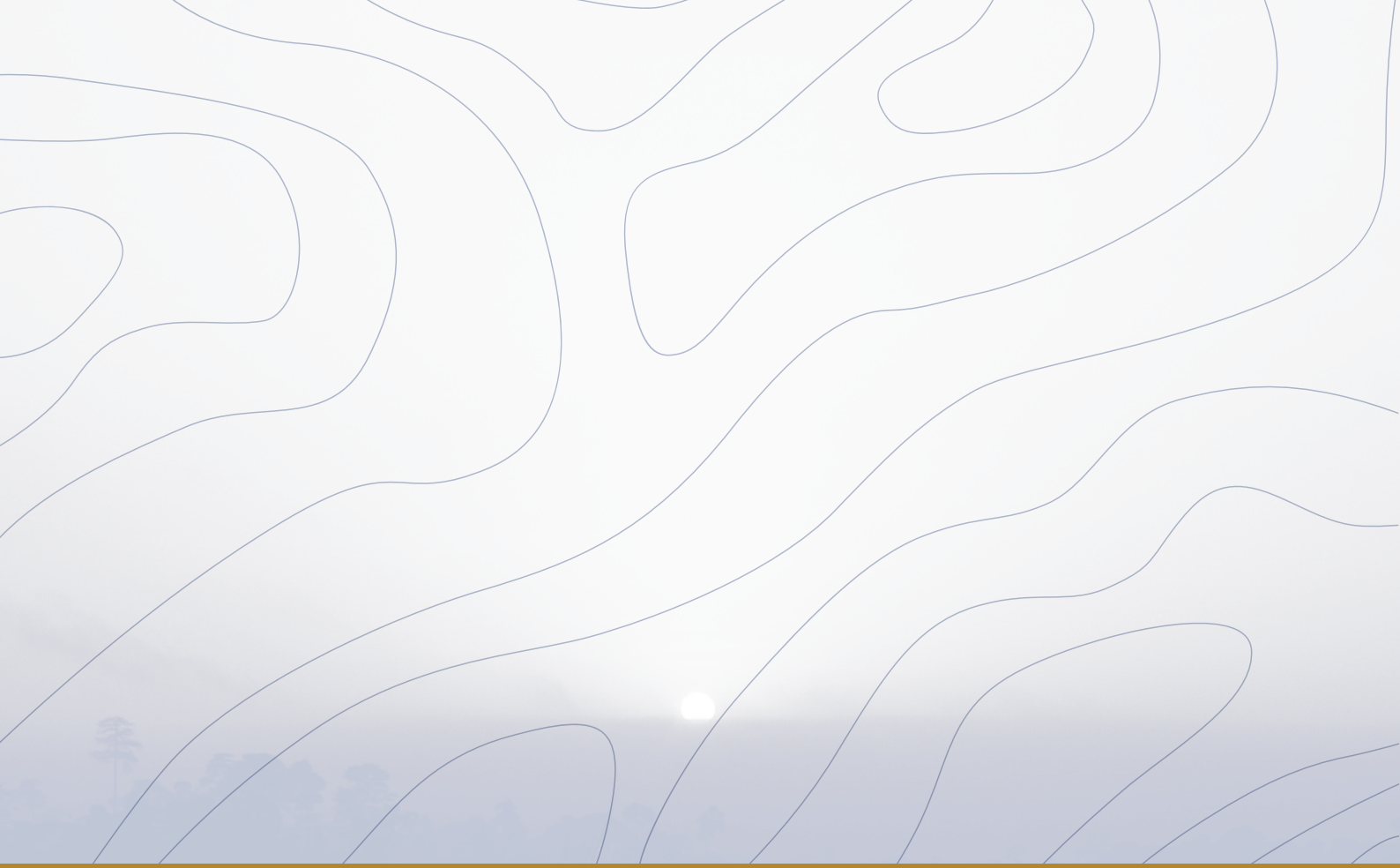


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Newmont Mining Corporation (“Newmont”) is a leading gold and copper producer. The Company was founded in 1921 and has been publicly traded since 1925. Headquartered in Greenwood Village, Colorado, Newmont has approximately 24,700 employees and contractors with operations primarily in five countries on four continents 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. Newmont has remained on the prestigious index every year since and has been named the mining industry leader for the past three years.

Newmont’s 100 percent-owned operating assets include the Boddington and Tanami mines in Australia; Ahafo and Akyem operations in Ghana; and the Cripple Creek & Victor (CC&V) mine in Colorado and four operating complexes (Carlin, Long Canyon, Phoenix and Twin Creeks) in Nevada.

Operations where Newmont owns 50 percent or more and/or is the manager or operator include KCGM in Australia (50 percent); Yanacocha in Peru (54.05 percent); and Merian in Suriname (75 percent).

Our Ahafo gold mine, located in the Brong-Ahafo region of Ghana, has been operating since 2006. Our Akyem gold mine in the Eastern region near New Abirem began production in 2013.



Our Purpose

TO CREATE VALUE AND IMPROVE LIVES THROUGH SUSTAINABLE AND RESPONSIBLE MINING



Message from the President and Chief Executive Officer

Dear Stakeholder,

Mining is a long-term business and our ability to create value – which we've done for nearly a century and plan to do far into the future – rests on our ability to operate responsibly and sustainably. That means protecting the health and safety of our people, minimizing our environmental impact throughout the mine lifecycle, respecting human rights, and sharing the wealth we generate fairly, among other performance aspects.

Newmont delivered strong sustainability performance in 2017, but this was overshadowed by a tragic construction accident at our Ahafo Mill Expansion project in April 2018 that resulted in six fatalities. In the early days following the accident, we are focused on supporting the people who lost loved ones in the accident and cooperating with authorities to investigate its causes. This loss has had a profound impact on families, friends, colleagues and the entire Newmont family. It is with great humility and resolve that we renew our commitment to making sure our people go home safe every day.

Turning to our contributions to sustainable development last year, and where we have room for improvement:

In 2017, we installed fatigue monitors in our fleet of 270 haul trucks, which, along with training, helped keep our drivers and roads safer. We also focused on testing the controls we have in place to prevent accidents and learning from our mistakes. These efforts form the foundation of our Fatality Risk Management program, which continues to mature. In 2018, we will hold ourselves accountable for classifying and reporting injuries more consistently, in keeping with the highest industry standards.

We also measure sustainability in terms of delivering healthy business results – now and into the future. In 2017, we improved adjusted EBITDA by 12 percent to \$2.7 billion and free cash flow by 88 percent to \$1.5 billion on the back of lower-cost production from newer mines and ongoing productivity improvements across the portfolio. This performance gave us the means to fund five new projects, raise our dividend by 87 percent, and increase our investment in exploration – an investment that paid off as we added 6.4 million ounces of gold to our Reserve base.

We also commissioned economic impact assessments in Ghana and Australia in 2017 to quantify our contributions in more human terms, including jobs created and taxes and royalties paid. While more than 40 percent of our Ghanaian workforce is from the surrounding community, local youth groups staged demonstrations at our Ahafo operation in 2017 calling for more jobs. We are engaging with these groups and local government to resolve the issue, and in the meantime, have expanded enrollment in apprenticeships and other skills development programs to help create opportunities against a backdrop of higher unemployment rates.



Sustainability is not a static concept – rather, it is an evolving product of engagement and consensus. The role business plays in advancing human rights has become clearer over the last few years, and we continue to advance our implementation of the United Nations Guiding Principles on Business and Human Rights Reporting Framework. We are putting the principles and the reporting framework into action by conducting human rights assessments in impacted communities; evaluating vendors' practices and values in our supply chain; improving diversity and inclusion in our workforce; and reporting our results. While we succeeded in increasing female and national representation in our leadership ranks in 2017, we are still in the early stages of our journey to achieve parity.

One product of successful engagement in 2017 was re-establishing relations with regional government leaders in Peru. We now meet regularly to address social and environmental issues. This relationship also served as the foundation for a coordinated relief effort after severe flooding damaged thousands of homes and hundreds of miles of roadways, affecting more than 450,000 Peruvians. Our efforts to engage the Chaupe and Pajares families to resolve land ownership disputes in Peru have met with less success to date, but we remain committed to dialogue and finding a mutually acceptable solution.

In Suriname, we asked experts to assess our efforts to uphold principles of free, prior and informed consent in developing Merian. The resulting report recognized our efforts to engage with the Pamaka community and provide for long-term value creation through employment, training and our community development foundation. It also identified areas for improvement in how we understand land tenure, livelihoods and social and cultural norms. We applied what we learned to another development in Suriname, and were honored to secure free, prior and informed consent from the Ndyuka people to proceed with our Amazonia exploration program.



Another area of focus in 2017 was raising our environmental standards. We continued to implement our energy and climate change strategy, and reached a decision to invest in our Tanami Power project, which will reduce costs and carbon emissions by 20 percent and strengthen supply reliability. We also improved our approach to responsible tailings and heap leach management, and how we integrate business and closure planning.

While Newmont's team has been recognized for leading environmental management and social responsibility programs in Ghana, the Company's high profile has also attracted negative attention. In response to allegations that our operations pose health risks to surrounding communities – and despite a lack of sound science to support them – the region established community and regulatory monitoring programs to foster transparency and independent verification of its environmental performance.

We also established a robust set of public targets for 2017 and met the vast majority of them – including those related to completing human rights risk assessments; eliminating fatalities; increasing female representation; improving local employment and procurement; meeting community commitments; lowering fresh water use; and completing planned reclamation activities. We are also on track to meet targets to lower our greenhouse gas emissions intensity. We fell short of our target to lower injury rates by 10 percent. Finally, we were able to resolve 100 percent of community complaints and grievances within 30 days at nearly all of our sites, but achieved 97 percent at our Yanacocha operations.

It was an honor to be recognized as the top mining company in the Dow Jones Sustainability Index for the third consecutive year in 2017, and to be named to the Wall Street Journal's 250 best managed companies. Newmont was also ranked as one of the world's most admired companies by Fortune magazine based on the quality of our management team and our strong performance in the areas of social responsibility, long-term investment, people management and innovation.

This recognition speaks to the caliber of our team, as well as our success in executing our strategy and living our values. But it does not relieve us of an ongoing responsibility to understand the needs and expectations of our stakeholders and to bring our resources and relationships to bear in resolving issues of mutual concern. We continue to report in line with the United Nations Guiding Principles on Business and Human Rights Reporting Framework, and to actively participate in the International Council on Mining and Metals Sustainable Development Framework, the United Nations Global Compact, the Voluntary Principles on Security and Human Rights, the Partnering Against Corruption Initiative, and the Extractive Industries Transparency Initiative, among other globally recognized standards.

We delivered strong sustainability performance in 2017, but our work to drive further improvements in alignment with society's long-term challenges and expectations never ends. Please read our sustainability report for more detail on our past performance and future improvement targets. On behalf of the entire Newmont team, I thank you for your interest and welcome your feedback.

Sincerely,

Gary J. Goldberg
President and Chief Executive Officer



Message from the Regional Senior Vice President

Dear Stakeholder,

Mining to create social and economic benefits remains a top priority for Newmont. Over the years, we have strived, through our cherished values of Safety, Integrity, Sustainability, Inclusion and Responsibility, to create long-term value and improve lives through sustainable and responsible mining.

As a business, we believe that operating responsibly throughout the mine lifecycle creates shared value for all stakeholders. Our Beyond the Mine sustainability report, published each year, details the Newmont Africa region's safety, economic, social and environmental performance. I am pleased once again to share with you the 2017 sustainability report for Newmont Africa.

We made significant strides in 2017 with industry leading performances in value creation and sustainability. However, we experienced a tragic construction accident in April of 2018 at our Ahafo Mill Expansion project site, which resulted in the death of six contractors. The entire Newmont family was devastated by this tragic loss of life, and we continue to provide support to the grieving families. We cooperated fully with Ghana's Minerals Commission on its investigation into the accident, and we will carefully study its report so we may learn from the accident, address its findings and take steps to prevent this from happening again.

Below are some performance highlights from the 2017 Beyond the Mine report:

- In 2017, we generated \$536 million* of economic value distributed throughout the Ghanaian economy including: \$89.7 million paid in employee wages and benefits, \$62.3 million in taxes, \$35.1 million in government royalties, and \$4 million in voluntary community investments.
- At the end of 2017, local community members represented 40.2 percent and 46.4 percent of the total workforce (inclusive of contractors) at Ahafo and Akyem, respectively, exceeding our target of 35 percent at both sites.
- We purchased \$16.8 million in goods and services from local businesses and \$325.2 million from other Ghanaian suppliers.



- At Akyem, we completed the reforestation program's second phase, reclaiming a total of more than 300 degraded hectares in the Kweikaru Forest Reserve, and we will initiate feasibility and implementation of the mine's biodiversity offset program later in the year. The reforestation program covers an area that is three times the size of the area impacted by the Akyem mine.
- Our Akyem mine, Newmont Golden Ridge Limited, was, for the second year running, ranked Ghana's No.1 Company among the list of 100 most prestigious companies in Ghana. Our Ahafo mine, Newmont Ghana Gold Limited, ranked eleventh on the list.

Aligning our business goals with the long-term interests of our stakeholders and the broader society is essential to our future success. We recognize our responsibility to contribute toward long-term economic prosperity and social wellbeing through job creation, procuring local goods and services, community investments, as well as paying taxes and royalties.

We are open to your ideas and suggestions about how we can improve our performance as we advance our purpose, creating value and improving lives through sustainable and responsible mining.

Sincerely,

Alwyn Pretorius
Regional Senior Vice President

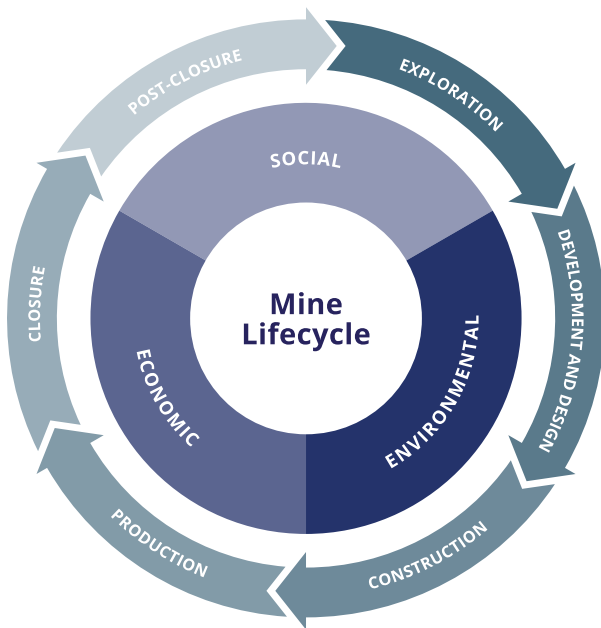
* Currency figures throughout the report are in U.S. dollars unless otherwise noted.



OUR APPROACH TO SUSTAINABILITY

Sustainability at Newmont – serving as a catalyst for local economic development through transparent and respectful stakeholder engagement, and as responsible stewards of the environment – is not only a core value and the right thing to do, it also is a core value and delivers value throughout the **mine lifecycle** for our business, shareholders and stakeholders.

Our Sustainability Strategy



Sustainability risks are business risks, and our strategy focuses on integrating key sustainability considerations – human rights, water, energy and climate change, to name a few – into business decisions.

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

- **Performance** – We strive to deliver meaningful, measurable and sustainable environmental, social and governance (ESG) performance over the long term. In 2017, Newmont was named the mining sector leader for the third year in a row by the Dow Jones Sustainability

World Index (DJSI). The Africa region also received recognition for its performance during the year – the National Philanthropy Forum named the Newmont Ahafo Development Foundation (NADeF) the “Corporate Foundation Philanthropist of the Year,” and for the second consecutive year, our Akyem operation was adjudged the country’s top company among the Ghana Investment Promotion Council’s (GIPC) list of 100 most prestigious businesses in the country.

- **Social acceptance and reputation** – The support of host communities and other key stakeholders is crucial to our success. We continued to integrate the UN Sustainable Development Goals (SDGs) into key areas of our business where we can make the most impact. For example, our work to empower women and girls includes supporting the Women’s Consultative Committee (WCC), which NADeF established in 2008 to ensure women were consulted on decisions such as land access, jobs and community development. Our support of the WCC continues today through engagement and contributions to its Self-Help Fund, which provides loans to women in the community.
- **Risk management** – Identifying and managing our risks and capitalizing on opportunities that deliver shared value to all our stakeholders are essential to achieving our goals. Work conducted during the year on our Supplier Risk Management program – which will greatly improve our understanding of and ability to manage risks within our global supplier network – will support the global implementation of the program in 2018. Our updated Tailings and Heap Leach Management Standard strengthens our ability to identify and manage the risks associated with tailings and heap leach facilities.



Targets

Measuring and reporting on our progress are key elements of our sustainability framework and demonstrate our commitment to transparency and improving our ability to manage key areas of social and environmental performance.

The following table summarizes our performance against the targets we set for 2017, and provides an update on our progress against our 2018 inclusion and diversity target and 2020 greenhouse gas emissions intensity target.

Target	2017 Regional performance
Safety	
Zero fatalities	No work-related fatalities occurred at any Newmont site or facility in 2017. However, we had a tragic event in April 2018, which resulted in the death of six contractors who were working on the construction of a structure at the Ahafo Mill Expansion project. We continue to mature our Fatality Risk Management system by testing the controls in place to prevent accidents and learning from our mistakes.
Lower Total Recordable Injury Frequency Rate (TRIFR)	Our 2017 TRIFR increased from 0.17 in 2016 to 0.22. With hand injuries accounting for around 40 percent of all our recorded injuries in 2017, we are piloting a business process improvement program to reduce injuries to arms and hands and are exploring ways to remove hands from the work through re-engineered tools or restructured worked processes.
Our People	
Increase representation of women in the workforce	Globally, female representation increased to 14.7 percent, up from 14.1 percent in 2016. Female representation in the Africa region increased to 9.4 percent at the end of 2017. Among our regional leadership team, 23 percent are women.
Achieve local employment target	At the end of 2017, local community members represented 40.2 percent and 46.4 percent of the total workforce (inclusive of contractors) at Ahafo and Akyem, respectively, exceeding our target of 35 percent at both sites.
Economic and Social Performance	
All regions achieve spend target with local/local-local suppliers	In Ghana, we spent \$16.8 million with local businesses, exceeding our target of \$10 million.
Complete commitments captured in register on or before due dates	Ahafo and Akyem completed their community commitments by the due date.
Close 100 percent of tier 1 [#] complaints within 30 days	Both Akyem and Ahafo resolved 100 percent of their tier 1 complaints within 30 days.
<i># Tier 1 is defined as those complaints that can be resolved between Newmont and complainants without the need for external mediation and/or legal proceedings.</i>	
Environmental Stewardship	
All sites (100 percent) complete their action plan for the year and overall fresh water use is reduced by 3 percent compared to 2016 base year	The Africa region reduced its overall fresh water use by 7 percent, exceeding its goal to reduce fresh water by 4 percent compared to the 2016 base year.
Reduce GHG emissions intensity (tonnes of carbon dioxide per gold ounce equivalent) 16.5 percent by 2020, based on the 2013 baseline	At the end of the year, we had reduced our GHG emissions intensity across our global portfolio by 15.6 percent compared to the 2013 base year. We advanced a 110 kilowatt (kW) solar project at Akyem to the contracting phase. The solar plant will power the camp and mess hall during daylight hours. The 25-year asset life plant is redeployable, so it can be disassembled and moved to another location at closure.
Achieve 90 percent of planned reclamation activities across Newmont	We completed all our planned reclamation activities, completing concurrent reclamation on 21.7 hectares.



VOLUNTARY COMMITMENTS

Newmont participates in a number of relevant global, national and regional organizations and initiatives to inform our sustainability programs and improve our performance. Some of the more notable ones are as follows:

Industry, Global and Business Initiatives



International Council on Mining and Metals (ICMM) – As an ICMM founding member, we commit to the CEO-led organization’s 10 Principles for Sustainable Development and its supporting position statements.



Voluntary Principles on Security and Human Rights (VPSHR) – This global initiative, established in 2000, seeks to protect human rights through leading safety and security practices. Around 40 corporations and NGOs and 10 governments – including Ghana – are participants.



Extractive Industries Transparency Initiative (EITI) – Newmont is actively involved in the efforts of EITI to promote revenue transparency and accountability in the extractive industry.



World Gold Council (WGC) – The WGC promotes responsible mining practices across the gold industry.



Free, Prior and Informed Consent (FPIC) Solutions Dialogue – In 2012, Newmont and other leaders from oil and gas and mining companies and civil society organizations established the Dialogue to focus on real-world examples of securing FPIC from indigenous communities.



Cross-Sector Biodiversity Initiative (CSBI) – The CSBI provides a cross-industry learning forum for the mining, oil and gas and banking sectors on biodiversity and ecosystem services best practices.



United Nations Global Compact – The UN Global Compact promotes responsible corporate citizenship and a collaborative approach to forging a more sustainable and inclusive global economy.



United Nations Guiding Principles on Business and Human Rights – The Guiding Principles provide clarity on the first two principles of the UN Global Compact, which address the responsibility of businesses to respect human rights.



Partnering Against Corruption Initiative (PACI) – Newmont is a founding member of the World Economic Forum’s PACI, and we require training based on PACI principles.



World Economic Forum – Newmont is an active member of the WEF, and we are a signatory to its Compact for Responsive and Responsible Leadership, which commits businesses to focus on the long-term sustainability of corporations and the long-term goals of society.



Paradigm for Parity – Paradigm for Parity includes a coalition of CEOs, senior executives, founders, board members, and business academics who are committed to achieving full gender parity in leadership positions by 2030.

Standards Organizations



International Cyanide Management Code – ICMC aims to improve the safe transport, storage and use of cyanide to protect human health and reduce the potential for environmental harm.



International Organization for Standardization ISO 14001 and 31000 – Newmont’s environmental management systems are certified to the internationally accepted ISO 14001 standard, and our risk assessment framework is based on ISO 31000.



Strong governance, ethical and responsible behavior by our workers and suppliers, respect for human rights, and compliance with all laws, rules and regulations are essential to secure our license to operate, protect our reputation and create mutual value for all stakeholders.

ETHICAL CONDUCT

Our **Code of Conduct** (the “Code”) states our commitment to high ethical standards, corporate responsibility and integrity. Six global policies state our intentions and commitments across key aspects of our business and are supported by nearly 100 global standards that set the minimum acceptable requirements for behaviors, decisions and performance. Together, the Code, policies and standards provide clear guidance on the behaviors Newmont employees and those engaged in activities on our behalf must demonstrate at all times.

A dedicated team oversees our global ethics and compliance program. The site compliance manager in Ghana participates in the review of certain transactions, provides training and outreach, and supports other activities to encourage ethical behavior and prevent potential misconduct before it occurs. We also have regional ethics advocates, including an attorney, supporting the program in addition to their other duties.

Our Code, policies and social and environmental standards are all publicly available on www.newmont.com.

RISK MANAGEMENT

All operating regions and functions use a common risk assessment framework throughout the mine lifecycle based on the International Standard for Risk Management (ISO 31000:2009).

Our Enterprise Risk Management (ERM) process provides Newmont’s senior leaders and Board of Directors updates on the top risks facing the Company along with details of the risk assessments and corresponding management plans. Augmenting our ERM process is Newmont’s systematic country risk program, which allows us to make investment and business decisions based on a uniform understanding of geopolitical risks in existing and new jurisdictions.

Our Integrated Management System (IMS) has established a common framework to support tracking and reporting our risk information in a company-wide risk register. The IMS risk register documents identified risks with risk ownership assigned to the region and/or function within Newmont that has the most knowledge and experience of the risk.





SUPPLY CHAIN STEWARDSHIP

Understanding the risks present in our broad and dynamic supply chain and working with suppliers that share our values and goals are critical to our operations.

New suppliers and those with contracts up for renewal must read and acknowledge our Supplier Code of Conduct, which sets the minimum standards of responsible business conduct expected from those wishing to do business with, or on behalf of, Newmont.

While all our operations have processes in place to identify and manage supplier risks, the development of a global Supplier Risk Management (SRM) program will standardize and align our systems and processes, create efficiencies, and better manage costs over the life of the contract. Once fully implemented in 2018, our SRM program will greatly enhance our qualification process and enable our operations and functions to collectively identify, assess and manage supplier risk across our global supplier network.

While the SRM program complements Newmont's other upstream-focused programs and initiatives, we initiated the development of a Responsible Sourcing strategy to ensure our efforts align with downstream users' expectations of sourcing gold and copper that has been produced in a manner that meets agreed-on environmental, social and governance standards and criteria.



COMPLIANCE

Throughout the mine lifecycle, our activities are subject to a wide range of laws and regulations. Ensuring compliance in this complex regulatory environment is crucial to securing our license to operate and protecting our reputation.

All our sites undergo third-party certification of our environmental management systems to the internationally accepted ISO 14001 standard and conduct third-party certification to ensure compliance with the International Cyanide Management Code (the "Code"), which is designed to improve cyanide management practices in the gold mining industry. Existing sites must maintain ISO 14001 certification and conduct an independent Code recertification process every three years.

Through our IMS, we track environmental, social, safety, health, security, operational and legal events and rate the actual and potential consequences on a severity scale of zero to five. "Level 0" events are near misses that did not result in injury or damage but had the potential to do so. Level 1 and 2 events have insignificant or minor impacts, and level 3 to 5 events are those that can result in more significant impacts.

In 2017, we experienced one level 3 social event related to a youth demonstration at our Ahafo mine. We discuss the details of this event in the Local Employment and Business Opportunities section of this report. We had no level 3 or above environmental events in Ghana in 2017.





CASE STUDY

ASSESSMENTS SHED LIGHT ON HUMAN RIGHTS IMPACTS

A key element of our human rights strategy is to conduct human rights due diligence in line with the UN Guiding Principles on Business and Human Rights. This framework states that businesses have the responsibility to know – and show – that they respect and do not infringe upon human rights at all their operations. For Newmont, assessments are vital for meeting this expectation.

Under our Human Rights Standard, all sites must take a risk-based approach to managing their human rights impacts. New projects and sites deemed to have a higher risk of human rights impacts must either integrate a human rights impact assessment (HRIA) approach into their social impact assessment (SIA) or conduct a standalone HRIA. This integrated approach to risk assessments includes looking at how our existing risks could impact human rights. Findings from the assessments conducted to date include:

- More than 75 percent of our human rights risks at all locations relate to potential impacts on the right to just and favorable working conditions (which includes health and safety issues), and the second highest number of human rights risks relate to the right to health.

- Other top risks identified in Ghana include the right to adequate standard of living, right to life, right to security of person, right to freedom of movement, right to take part in cultural life and right to clean drinking water.
- In addition to looking at existing risks, we identified new or emerging risks including the right of the child to be protected from economic exploitation and the right to non-discrimination.

Critical controls – including contract clauses, training and adherence to international standards – are in place for all the risks identified. These assessments also helped us integrate human rights considerations into ongoing global business initiatives, such as our Supplier Risk Management program, our artisanal and small-scale mining strategy and our Fatality Risk Management system



HUMAN RIGHTS

Our activities throughout the mine lifecycle have the potential to impact the rights of workers, communities and indigenous peoples. While it is the duty of governments to protect human rights, we recognize our responsibility to respect human rights and the dignity of all people and to operate in a manner that does not infringe upon human rights. We also believe we can, and should, play a significant role in helping realize many human rights through contributions that strengthen capacity and empower communities.

Our human rights approach is aligned to a number of voluntary standards including the UN Guiding Principles on Business and Human Rights (the “Guiding Principles”) and the fundamental requirement that we do no harm. Newmont’s *Guide to Respecting Human Rights* provides an overview of our strategy and journey and includes our commitment to report our human rights performance in accordance to the UN Guiding Principles Reporting Framework, the first comprehensive guidance for companies to report on how they respect human rights in line with the Guiding Principles.

Security

With the right to security of person as one of our salient human rights issues, the basis of our global security program is working alongside host communities to protect people and assets and respect human rights.

As a formal participant in the Voluntary Principles on Security and Human Rights and in accordance with our Human Rights Standard, we commit to implement the Voluntary Principles (VPs), which provide an operating framework that enables us to maintain the safety and security of our operations based on respect for human rights and fundamental freedoms.

SALIENT ISSUES



Healthy and Safe Working Conditions



Right to Life



Adequate Standard of Living



Right to Health



Clean Drinking Water



Security of Person



Indigenous Peoples’ Rights

Read our *Guide to Respecting Human Rights* on newmont.com to learn more.





2017 Performance

In Ghana, we had one human rights-related matter during the year. In line with our Code of Conduct, policies, standards and commitment to the VPs, we self-reported to the VPs an event at our Ahafo mine in Ghana involving the use of force. In April, an individual was arrested for suspected illegal small-scale mining activities on the mine’s property and was later remanded to the authorities for processing. When site security personnel reviewed previously recorded footage of the arrest from the video surveillance system, the footage revealed three members of the private security team, including a Newmont security officer, and one Ghanaian army officer using excessive force against the individual. The event was reported immediately to senior management, and we consulted with the local traditional leader and requested a police investigation. Based on the investigation’s findings, actions were taken against each of the personnel – including suspending the Newmont staff member and reassigning

the army officer – and we stepped up our training with both security staff and the wider site personnel population on acceptable behavior and protection of individual rights for all including those suspected of illegal activities. The findings were also discussed with local stakeholders.

With security being one of the pillars of our artisanal and small-scale mining (ASM) strategy, we engaged with internal and external stakeholders to develop clear and effective processes designed to minimize conflict between small-scale miners and Newmont personnel. Where we encounter illegal small-scale mining, we have put in place a security action plan that is human rights focused, compliant with the VPs and integrated into our broader security performance monitoring.

At Ahafo and Akyem, where we employ private security personnel and where public security agencies are active in and around our operations, we completed annual training based on the VPs.

NUMBER OF PARTICIPANTS IN SECURITY TRAINING

Site/location	Employees	Private security contractors	Law enforcement personnel	Other external stakeholders	Percentage of security personnel trained
Ahafo	592	68	26	0	100%
Akyem	312	132	45	0	100%
TOTAL	904	200	71	0	100%

NOTE: In 2017, we extended training on the VPSHR and our Human Rights Standard to around 80 percent of junior staff at our Ahafo and Akyem operations.

Future Focus

To progress our journey and further embed human rights accountability across the business, our near-term focus is on assessing and managing our human rights risks within our supply chain. Our targets for the next three years relate to screening, training and auditing suppliers against human rights risks.

We will finalize and publish our modern slavery statement, which details our commitment and efforts to ensure modern slavery – including servitude, forced labor and human trafficking – does not exist in our business and supply chain.





Our workforce is the foundation of our business. Providing our people a safe work environment is our top priority, and supporting their wellbeing and promoting an inclusive and diverse culture are vital for maintaining a competitive advantage through our people.

SAFETY

Effectively managing the safety risks inherent in our business is essential to protecting our workforce. We are focused on identifying, understanding and controlling the risks associated with hazards in the workplace because we believe that everyone has the right to return home safe at the end of the day.

In recent years, the primary focus of our safety strategy has been on eliminating fatalities in the workplace. Launched in 2016, our Fatality Risk Management system provides the rigor and discipline around understanding our top risks and effectively managing them through robust controls and systems.

2017 Performance

No work-related fatalities occurred at any Newmont site or facility in 2017. However, we had a tragic event in April 2018, which resulted in the death of six contractors who were working on the construction of a structure at the Ahafo Mill Expansion project. We cooperated fully with Ghana’s Minerals Commission on its investigation into the accident, and we will carefully study its report so we may learn from the accident, address its findings and take steps to prevent this from happening again.

Our Total Recordable Injury Frequency Rate (TRIFR) was up slightly compared to 2016. With hand injuries accounting for around 40 percent of all our recorded injuries in 2017, we are evaluating our manual handling work and piloting a business process improvement program to reduce injuries to arms and hands.

Future Focus

Eliminating fatalities and reducing injuries is a significant journey and one that requires constant diligence. We will continue to focus on building confidence in managing our fatality risks. This work includes:

- Improving our critical controls by incorporating findings from our critical control verifications, audits and investigations of significant potential events;
- Extending the business process improvement pilot aimed at reducing injuries related to manual handling and tooling to other sites;
- Assessing all of Newmont’s safety programs – including Vital Behaviors – to identify areas of alignment and to leverage the programs with the greatest impact; and
- Improving the quality of our SPE investigations and learning lessons processes to ensure we reduce the likelihood of repeat events.

2017 NEWMONT GHANA SAFETY PERFORMANCE

Fatalities	0
	Frequency rate (per 200,000 hours worked)
Total Recordable Injury Frequency Rate (TRIFR)	0.22
Lost Time Injury Frequency Rate (LTIFR)	0.10





CASE STUDY

TECHNOLOGIES AND INNOVATIONS THAT KEEP PEOPLE OUT OF HARM'S WAY

With large, heavy equipment, and vast, complex facilities operating around the clock, the mining environment has many safety hazards. Through automation and other technologies, Newmont is working to reduce, or in some cases altogether eliminate, some of these safety risks by removing personnel from the so-called “line of fire.”

At one of our expansion projects in the U.S., we designed the mine to accommodate autonomous muckers and stope drills. Instead of sitting behind the controls of a mucker used to shovel and haul ore and rock through underground tunnels, operators will control the autonomous equipment remotely, reducing his or her risks related to interaction with large vehicles/equipment, dust exposure, noise, and injury from repeatedly entering and exiting the machine.

Autonomous stope drills – which are used to drill blast holes in underground stopes, or areas where ore is extracted – will improve safety by moving the drill operator into an enclosed cab. The operation of drill rods will also be automated, eliminating the injury risks associated with moving the rods manually.

Other technologies and innovations supporting our safety goals include drones, which are now being used to conduct surveys and inspect blast zones, haul truck roads and mining infrastructure, such as piping that is located at height. We also use drones – along with autonomous dozers – to clean and maintain catch benches (i.e., the geometric benches in surface mines that play a crucial role in preventing rock falls from upper levels of the pit slope).

At a number of our operations, we are using advanced, real-time tire pressure monitoring systems that have not only improved tire life and provided immediate alerts when tire temperatures rise to dangerous levels, they also eliminated the need for someone to manually run this test in close proximity to the truck.



HEALTH

Mining activities can pose health risks due to exposures to chemicals, dust and noise; repetitive, forceful or vibrating motion; and infectious diseases. Fatigue, stress, obesity and depression are also health risks all employers face. We are committed to effectively assessing and managing our health risks and promoting and supporting the wellbeing of the people who work at and live near our operations.

2017 Performance

In 2017, the region's Occupational Illness Frequency Rate (OIFR) decreased to 0.15 from 0.50 in 2016, largely due to our efforts to reduce exposures associated with acute and chronic illnesses.

We achieved our global target to reduce acute and chronic illnesses associated with workplace exposures by 10 percent from the baseline set in 2016, lowering exposures by 31.7 percent. This follows a 16.5 percent reduction from the baseline set in 2015. Improved engineering controls and site-based programs were key drivers of the improvement.



Following a pilot during 2016, we completed installation of fatigue-detection technology in our entire surface mine haul truck fleet to reduce the number of fatigue-related events for personnel undertaking high-risk work. Assessments conducted to measure the effectiveness of the technology showed significant reductions – around 80 percent on average – in fatigue events. Through change management efforts, sites aim to sustain this performance and ensure continuous improvement.

We continued our long-standing partnership with Project C.U.R.E., the world's largest distributor of medical donations to developing countries. Efforts during the year included:

- A total of five shipments of medical equipment and supplies valued at nearly \$1.9 million were sent to healthcare facilities near our Akyem and Ahafo operations.
- Project C.U.R.E. conducted an evaluation of 14 health facilities near Ahafo and Akyem to measure the impact of the medical supply donations. All facilities reported a positive impact including an increase in the number of patients served; the ability to provide new services; improved quality of care, treatment and preventative services; and the ability to re-allocate budget toward staff training, repairs and facility upgrades.
- To create more sustainable outcomes, we partnered with Project C.U.R.E. on a new health fair clinic model focused on patient education. Around 2,600 residents from the communities near Ahafo and Akyem attended health fairs during the year.
- More than 50 healthcare providers received neonatal training as part of the Helping Babies Breathe (HBB) program, which teaches newborn resuscitation skills. During the year, health experts evaluated the HBB program outcomes between 2015 and 2017. They concluded from the data that the HBB program has prevented an estimated 157 deaths from birth asphyxia in the Brong-Ahafo region during the time period.

Future Focus

To drive a step change in our exposure reduction performance, for 2018 each site will use baseline data from the end of 2017 to reduce exposures for their top three groups of workers with similar exposures by 50 percent through the application of engineering controls.

We will explore opportunities to install fatigue-detection technology in equipment outside of our haul truck fleet to continue to reduce the number of fatigue-related events.



OUR WORKPLACE

We recognize our long-term success depends on fostering a work environment that promotes an inclusive culture where everyone has the opportunity to contribute, develop and work together to deliver our strategy.

We also respect our employees' right to join a union and engage in collective bargaining without interference or fear of retaliation. Through ongoing engagement with all the unions that represent our employees, we aim to avoid labor unrest and work stoppages that can cost our business and create distrust. During contract negotiations, guidelines help our operations balance the interests of represented employees with those of the business. Our overall goal is to evolve the collective bargaining process to one based on collaboration.



2017 Performance

Female representation in the Africa region increased to 9.4 percent at the end of 2017. Among our regional leadership team, 62 percent are Ghanaian nationals and 23 percent are women.

We commenced discussions on a wage-adjustment framework for future labor contract negotiations with the intention to apply the agreed-upon framework to the pay adjustment for 2018. We also agreed on a more collaborative engagement process going forward.

In 2017, we began implementing Paradigm for Parity – a plan supported by Newmont leaders to close the gender gap in leadership roles and create an inclusive workplace. To better understand where we were in relation to where we wanted to be, we assessed our current programs and conducted a root-cause analysis on both a regional and enterprise level. The findings from this work were used to identify near-term opportunities and inform our longer-term strategy to create a workplace where women and men have equal influence, status and opportunity in the workplace by 2030.



2017 NEWMONT GHANA WORKFORCE

Site	Employees	Contractors	Total
Ahafo	1,035	1,893	2,928
Akyem	781	1,330	2,111
Accra	123	38	161
Exploration sites	14	0	14
TOTAL	1,953	3,261	5,214



Providing jobs, paying taxes and royalties, sourcing with local businesses, investing in community programs and infrastructure, and fostering mutually beneficial relationships are crucial for our long-term success and ability to be a catalyst for sustainable socio-economic development.

VALUE SHARING

Aligning our business goals with the long-term interests of our stakeholders and the broader society is essential to our future success. We recognize our responsibility to contribute toward long-term economic prosperity and social wellbeing through job creation, provisioning local goods and services, community investments, and paying taxes and royalties. We are also committed to a strong governance structure, including multi-stakeholder engagement and transparency around government payments, which increases accountability, develops trust, creates mutual value and reduces corruption.

2017 Performance

In 2017, we developed a more structured approach to measuring the economic benefits our operations generate for host countries and communities at the local and national level. This approach includes estimating the economic value generated by Newmont's supply chain activities, indirect and induced economic impacts, and potential future projects. We completed assessments at both sites in Ghana during the year.

After President Nana Akufo-Addo took office at the beginning of 2017, we met with officials of the new government and briefed them on key projects, such as the Ahafo tailings storage expansion, Ahafo Mill expansion,

Subika Underground and Ahafo North project. During the year, the government extended the terms of our Investment Agreement – which details the fiscal arrangements that support profitable and responsible mining operations – for another five years.

\$536 MILLION of ECONOMIC VALUE DISTRIBUTED throughout the Ghanaian economy including: **\$89.7 MILLION** paid in **EMPLOYEE WAGES and BENEFITS**, **\$62.3 MILLION** in **TAXES**, **\$35.1 MILLION** in **GOVERNMENT ROYALTIES**, and **\$4 MILLION** in **VOLUNTARY COMMUNITY INVESTMENTS**





CASE STUDY

MAKING AN IMPACT ON THE SUSTAINABLE DEVELOPMENT GOALS

The United Nations’ Sustainable Development Goals (SDGs) establish a global agenda to protect the environment, eliminate poverty and ensure a healthy, prosperous life for all by 2030. Newmont believes that industry, such as mining, can play an integral role in advancing these goals, and we are committed to being a leader in the areas where we have the greatest impact through our business activities.

Each one of the 17 SDGs is broad – such as “no poverty,” “gender equality” and “life on land” – and includes several targets, so in 2016, we conducted a mapping exercise to understand our current contributions to the SDGs. Of the 17 goals, we determined that we already contribute significantly to 14, and of those, we established five as our “priority goals” due to their alignment with our business and

our ability to have an impact on outcomes in these areas (see table on the following page).

All governments in the countries where Newmont operates have expressed support for the SDGs, and we have integrated the SDGs into our engagement with the government of Ghana, aligning our sustainability strategy to the country’s SDGs.



SDG	Examples of existing work contributing to the goal	Next steps to measure outcome/impact
 <p>No. 3: Ensure healthy lives and promote well-being for all at all ages</p>	<p>Our long-time partner Project C.U.R.E. tracks the value of donated medical supplies and estimates the impact of its neonatal training on the reduction in birth asphyxia during the first year.</p>	<p>We will develop new outcome indicators that measure improved health and the impact of our community development activities.</p>
 <p>No. 5: Achieve gender equality and empower all women and girls</p>	<p>Our work to empower women and girls in host communities includes the Women’s Consultative Committee (WCC), which the Newmont Ahafo Development Foundation established in 2008 to ensure women were consulted on decisions such as land access, jobs and community development. Our support of the WCC continues today through engagement and contributions to its Self-Help Fund, which provides loans to women in the community.</p>	<p>In 2018, we will develop performance metrics that more meaningfully address our inclusion challenges in the workplace and better measure community development beneficiaries by gender and the impact of community development programs on women.</p> <p>Through the Paradigm for Parity framework, we are working to create a more inclusive workplace and achieve gender parity in top ranks by 2030.</p>
 <p>No. 6: Ensure access to water and sanitation for all</p>	<p>Our global water strategy guides our water stewardship approach.</p> <p>Through stakeholder engagement, we identify programs that build local capacity in water and sanitation management – such as our partnership with the communities near Ahafo to develop and strengthen their potable water and sanitation infrastructure.</p>	<p>We will develop new outcome indicators that measure the impact of our community investments and programs that support improved water and sanitation infrastructure.</p> <p>By 2019, we aim to reduce our overall fresh water use in Ghana by 15 percent compared to the 2016 base year.</p>
 <p>No. 8: Promote inclusive and sustainable economic growth, employment and decent work for all</p>	<p>We source from local suppliers and engage host communities on livelihood improvement programs that strengthen capacity, develop skills and diversify local economies.</p> <p>We set local employment and procurement targets and annually report on these metrics as well as our total economic contributions to the countries where we operate.</p>	<p>Based on the success of the Ahafo Linkages Program, we are implementing a similar approach at our Merian mine in Suriname to help develop local micro-, small- and medium-sized enterprises that provide goods and services to both the mine and non-mining entities and support the development of a diversified local economy.</p>
 <p>No. 17: Partnership for the Goals</p>	<p>Much of the work we do to advance the goals is amplified through partnerships with governments, the private sector and civil society. For example, our partnership agreement with the German Development Agency (GIZ) to co-finance a vocational training institute and establish a micro-credit union aims to support small business development and training in the communities near the Akyem mine.</p>	<p>In 2018, we will begin two new global partnerships: with Project WET to improve collaboration and dialogue with stakeholders on watershed management, and with the International Union for Conservation of Nature (IUCN) to develop a protocol for independent verification of biodiversity gains.</p>



LOCAL EMPLOYMENT AND BUSINESS OPPORTUNITIES

Increasingly, local employment and procurement are important tools to help mitigate risk and maximize opportunities by building community and government support, reducing costs, improving efficiencies and creating a more inclusive and diverse workplace.

We set site-based local employment targets and a local procurement target that is regionally based due to the number of shared contracts between the sites. We collaborate with local stakeholders to agree on definitions and qualifications related to the categories we use to designate businesses, contractors and employees as local and to validate that employees meet the criteria. In Ghana, “local” (or “local-local”) refers to persons from within the catchment area around our Ahafo and Akyem mines.

Ongoing engagement with local stakeholders regarding job and procurement opportunities and our recruiting and procurement procedures help ensure alignment with expectations and commitments.

2017 Performance

Local employment

At the end of 2017, local community members represented 40.2 percent and 46.4 percent of the total workforce (inclusive of contractors) at Ahafo and Akyem, respectively, exceeding our target of 35 percent at both sites. The longer-term employment commitment at our Akyem operation is 50 percent within 10 years of commencing operations.

In early August, local youth groups led a protest at our Ahafo operation and petitioned for additional job opportunities and training programs. The Brong-Ahafo regional minister formed a stakeholders’ forum to engage

the youth groups, traditional leaders and Newmont representatives on the issues of concern. Newmont also agreed to finance a seven-member independent committee set up by the regional minister to review complaints and grievances related to employment and other allegations. In late 2017, the Committee issued a report, and we are working with the regional minister to address the findings. Areas of improvement include increasing transparency on employment processes and ensuring community leaders verify our employment practices.

Activities in 2017 to fulfill our local employment and inclusion goals and commitments include:

- During the year, Ahafo implemented a community recruitment program specifically for the Subika Underground and Ahafo Mill Expansion projects. The program combined local-local employment with engagement and information sharing on how Newmont was achieving the employment targets. We also offered local community members training on health, safety and environmental practices, basics in carpentry and masonry, plumbing, electrical and metal work through a partnership with the Yamfo Vocational Training Institute. Upon completion of the courses, participants were eligible to apply for unskilled positions. Out of the 104 people who participated in the training, 101 were hired.
- Ahafo’s apprenticeship program offers skilled mechanical and electrical specialist training. Graduates of the program are offered employment in a variety of roles including process operators, specialized trades and maintenance. Out of a total of 130 graduates since the program began in 2005, Newmont currently employs 62.
- At Akyem, 20 local community members enrolled in our learnership program, which provides opportunities for local community members to gain experience in





mine processing and operations. The program was also extended to 12 months (from six months) so each trainee could gain experience in both mine processing and operations. Since the program was introduced in 2015, 60 local community members have enrolled in the six-month program and 18 have been hired at Akyem. Five local community members also enrolled in a three-year abridged apprenticeship program.

Local procurement and capacity building

In 2017, we spent \$16.8 million with local and local-local suppliers, exceeding our target of \$10 million.

Notable local supplier activities during the year include:

- We continued work with the Ghana Chamber of Mines to develop a long-term national policy and supplier development program to help promote sourcing from local businesses within the mining industry and beyond.
- Forward purchasing agreements (FPAs) – which are a commitment to buy an asset at a specified price on a future date – were executed with Carmeuse Limited for lime, West African Forging Limited (WAFOR) for grinding media, Vivo Energy for lubricants, and Kal Tire for tire re-treading. The FPAs provide assurance to the manufacturers and help in their planning process. In addition, we established vendor held stock (VHS) arrangements for Vivo Energy, Orica Ghana and Kal Tire to provide assurance of a longer-term commitment to procure from them.
- At Ahafo, as a result of work that began in 2015 to promote women-owned enterprises in host communities, the operation began awarding contracts for soap to a business owned and operated by eight local women.



Future Focus

Our 2018 local employment and procurement targets are as follows:

LOCAL EMPLOYMENT

Site	2018 Local employment target
Ahafo	35 percent local-local workforce (including contractors). Targets were set in consultation with the community.
Akyem	35 percent local-local workforce (including contractors). Targets were set in consultation with the community.

LOCAL PROCUREMENT

Region	2018 Local procurement target
Africa	\$14 million

In 2018, we will continue to engage with local youth groups about job opportunities at our Ahafo mine and collaborate with external stakeholders to improve the local employment validation process, increase training opportunities, build vocational skills, support entrepreneurship and local procurement, and create alternative employment opportunities.

We also will work with our local suppliers to ensure they fully understand our Supplier Risk Management program – which we will launch in 2018 – and will provide support as needed to identify risks and develop action plans.

\$16.8 MILLION in GOODS AND SERVICES purchased from LOCAL BUSINESSES and **\$325.2 MILLION** from other GHANAIAN SUPPLIERS



COMMUNITY INVESTMENTS

Working with host communities to invest in education, health, local economic development, infrastructure improvements and capacity development programs can help address challenges, catalyze long-term socio-economic development and minimize dependency on the mine during operations and upon closure.

In addition to the direct investments our operations make toward community infrastructure and social programs, our operations in Ghana have established foundations that support community needs during the mine life and after operations cease. The foundation Boards include community members to ensure community ownership and participation in the foundation's efforts.

2017 Performance

Newmont invested approximately \$4 million in monetary and in-kind support during 2017 to support a wide range of community programs and initiatives in Ghana. Among the notable activities:

- Newmont contributed approximately \$836,000 during the year to the Newmont Ahafo Development Foundation (NADeF), which supports sustainable socio-economic development projects in the 10 communities near the Ahafo mine. We have contributed a total of \$25.2 million since 2007. Since its inception, NADeF has supported more than 100 education, health, human resource development and infrastructure projects.
- During the year, NADeF continued to progress the Quality Improvement in Basic Education (QUIBS) program, bringing together educators and relevant stakeholders to recognize teachers, and discuss performance and the role of parents, teachers, school administrators, government and traditional authorities in improving the quality of basic education. QUIBS has contributed to a decrease in school absenteeism from 44 percent in 2016 to 6 percent in 2017. More than 90 percent of the 41 beneficiary schools have school management committees, which are a key part of strengthening community participation and improving quality education.
- The economic feasibility study commissioned in 2016 by Ahafo to evaluate local job creation and economic development options identified agriculture-based processing of maize, cassava, plantain and tomato crops as a key opportunity for local economic diversification and employment. The study was also used by NADeF to define key strategies, such as promoting cross-community projects and establishing institutional partnerships. A business plan for the identified opportunities was developed and shared with stakeholders.

- The Newmont Akyem Development Foundation (NAkDeF) supports development in the communities near the Akyem mine. Newmont contributed nearly \$1.87 million to NAkDeF in 2017 and a total of \$7.7 million since 2013.
- NAkDeF's Educational Quality Improvement Program (EQUIP), in place since 2016, aims to improve academic performance through interactive teaching and learning materials, school construction, vocational training, mock examinations and teacher motivation seminars. In 2017, the Birim North District's performance on the national Basic Education Certification Examination improved from 98.2 percent in 2016 to 99.2 percent in 2017.
- NAkDeF signed a partnership agreement with the German Development Agency (GIZ) to co-finance a vocational training institute as well as establish a micro-credit union to support a small business development program to train 600 young community members – of which at least 35 percent are female – by 2020.
- Akyem, through its Livelihood Enhancement and Community Development Program (LECDeP) implemented by OLIVES, supported palm oil processing activities, which are an important livelihood, particularly for women, in the Birim North District. To improve the efficiency and safety of the palm oil processing facilities, we invested in improvements, such as energy-efficient and clean-burning stoves, and held business and facility management training. Other community development efforts at Akyem include constructing new facilities at the Afosu College of Education, Adausena Health Center and New Abirem Afosu Senior High School.

**The NEWMONT AHAFO
DEVELOPMENT FOUNDATION
was named the “CORPORATE
FOUNDATION PHILANTHROPIST
OF THE YEAR” by Ghana’s
National Philanthropy Forum**



CASE STUDY

DEEPENING ENGAGEMENT THROUGH COMMUNITY PARTICIPATION PROGRAMS

Throughout the mine lifecycle, all our operations monitor and evaluate potential impacts both internally and through the use of external experts. At some of our operations, we also have participatory monitoring programs that actively engage key stakeholders in monitoring topics of interest to them, such as water quality or cultural artifacts. These participatory monitoring programs not only help build trust with stakeholders, they also build community members' knowledge and awareness of mining activities and our understanding of stakeholder concerns and opportunities.

Since 2000, our Yanacocha operation in Peru has supported a participatory monitoring program with local water users. In 2007, the water users formed the non-profit Cajamarca Irrigation Channels Monitoring Committee (COMOCA) to monitor around 25 local irrigation channels. Peru's National Water Authority (ANA) recognized COMOCA and their monitoring program for good practices in water resource management in 2017.

Within the footprint of our Long Canyon mine in Nevada are many Native American cultural sites. During the mine's construction in 2015 and 2016, and as part of an agreement to ensure the protection of these cultural resources, we worked alongside archaeologists and representatives from the Confederated Tribes of

the Goshute Reservation and the Wells Band of the Te-Moak Shoshone Tribe to identify and treat cultural sites prior to land disturbance.

At our Merian mine in Suriname, the Cooperation Agreement between Newmont and the Pamaka community, which was signed in 2016, includes the establishment of a participatory monitoring program to focus on water quality and quantity. The program was launched in 2017.

Our newest participatory program is being developed at our Ahafo operation following the signing of a memorandum of understanding with the District Assembly in 2017 to begin a water quality-focused program.



COMMUNITY RELATIONSHIPS

Securing the support and acceptance of host communities is essential to our sustainability as a business. We strive to build relationships based on mutual respect and trust so that together with host communities we contribute toward social and economic development, improved standards and long-term benefits.

Our sites have comprehensive strategic stakeholder engagement plans in place, conduct and/or update baseline studies and impact assessments to inform our approach and identify opportunities for improving the communities' long-term outlook, and have an open and transparent process where stakeholders' complaints are dealt with fairly and in a timely manner. All sites must maintain a complaints and grievances (C&G) register and ensure stakeholders know how to raise concerns.

2017 Performance

In early 2017, two reports sponsored by WACAM, a Ghanaian NGO, were released alleging that Newmont's Ahafo mine adversely impacted water sources and marginalized women in nearby communities. To investigate these claims, Newmont conducted community outreach to communicate that constructive feedback is welcome, and commissioned a team of independent assessors to objectively evaluate the two reports.

The independent evaluations concluded that the methodology used in the reports was inconsistent, not scientifically valid, and could not be relied upon as the basis for the reports' conclusions. The experts recommended that Newmont implement a participatory water monitoring program, and planning is underway to create a program similar to those we have implemented at

our operations in Peru and Suriname. The assessors also observed that Newmont had implemented programs – such as the Agricultural Improvement and Land Access Program (AILAP) and Women's Consultative Committee (WCC) Revolving Fund – that had positively impacted women in the nearby communities.

To strengthen relationships at the national level, we held two stakeholder engagement forums that brought together representatives from business, academia, government, media and civil society to discuss impacts – both positive and negative – of Newmont's operations in Ghana. Feedback was largely positive, with many participants indicating they had gained new knowledge and understanding of Newmont's operations.

Representatives from our Akyem operation met with Ghana's Environmental Protection Agency's National Liaison Group to seek solutions on issues and concerns related to blasting, perceived impacts to local water sources, livelihood challenges at the resettlement site, and alleged public road impacts. This engagement included working together to develop an action plan.

2017 COMPLAINTS OR GRIEVANCES RECORDED ON SITE REGISTERS

Site	Number	% resolved within 30 days
Ahafo	120	100%
Akyem	63	100%





RESETTLEMENT AND LAND USE

We mine where ore bodies are located and when we have the social license and all the required regulatory approvals to do so. At times, mine development results in unavoidable relocation and resettlement of households and/or livelihoods, including impacts to those who depend on artisanal and small-scale mining (ASM). The right to an adequate standard of living is one of our salient human rights issues, and we are committed to managing and mitigating the risks associated with our business activities.

Our approach is aligned with the **International Finance Corporation (IFC) Performance Standard 5**, which states that the first objective is to avoid resettlement. If alternatives are not available, we work to ensure affected people and communities are able to make informed decisions; adverse impacts are minimized; and livelihoods and living conditions are restored or improved.

Our global ASM strategy helps guide regions and sites on how to characterize and manage related risks through implementation plans that reflect local ASM activities and their proximity to Newmont's operations. We engage with governments to identify land in our licenses to set aside for responsible, legal ASM, and we collaborate with international experts and organizations, as well as national and local governments and universities, to help legitimize ASM and improve safety and environmental protections.

2017 Performance

In 2017, no resettlement activities took place at any of our operations.

At Akyem, livelihood restoration activities for previously resettled households continued, most notably in the Yayaaso community where a 20-acre palm oil plantation

and a planned processing plant will provide support for farmers. To improve food security and provide a potential source for the site's catering company, we trained 125 farmers in the resettlement village on establishing crop farms and maximizing yields.

We held a regional ASM workshop with corporate, regional and site leaders as well as international ASM experts and government and industry representatives. The workshop focused on improving our understanding of ASM conditions around our operations with the goal of updating our implementation plans in 2018.

Key insights from the workshop include the need to raise awareness with the government and communities about our ASM strategy and the environmental and social impacts of illegal mining.

These findings, along with stakeholder feedback, are being incorporated into regional and site action plans that include:

- **Mercury management** – Developing technologies and partnerships that keep mercury out of small-scale mining, use mercury safely in small-scale mining and/or create processing partnerships to reduce overall impacts;
- **Engaging experts** – Building relationships with thought leaders and ASM experts to employ emerging practices in our mining areas and forming partnerships to improve engagement with ASM miners; and
- **Livelihood mechanisms** – Exploring approaches to both support ASM livelihoods and identify where alternative livelihood approaches can successfully replace income streams.





We focus on minimizing and mitigating our impact on water, land, air quality, climate and biodiversity, and working with stakeholders on systemic solutions to complex environmental challenges.

WATER

Reliable and sustainable water sources are vital to our operations. Rising production, changing regulations, growing populations and a changing climate are among the more significant factors increasing our exposure to broader and more complex water challenges. We also recognize the impact our business activities may have on local communities' access to water. Our commitment includes understanding the availability and uses of water within the watersheds where we operate and developing management methods that reduce or mitigate our impacts on water quality and quantity.

Our regional water strategy guides our approach to continuously improve how we manage water and respect the shared use of water in the catchments and river basins in which we operate. Every site has a water charter and life-of-mine water management plan with an integrated watershed approach that aims to secure a supply for operations while protecting and enhancing water for other uses.

Our operations reuse and recycle as much water as possible. Through Water Accounting Frameworks (WAFs), which are updated quarterly, sites estimate the volume and quality of input and output water and measure water intensity and volume of water recycled/reused.

2017 Performance

Our Africa region met its target to reduce its fresh water use by 4 percent, compared to the 2016 base year.

In early 2017, one of two reports sponsored by WACAM, a Ghanaian NGO, alleged that Newmont's Ahafo mine adversely impacted the local water sources. To investigate these claims, Newmont conducted community outreach to communicate that constructive feedback is welcome and engaged independent scientists from Newfields Company, an international consulting firm, and Dr. K.P Asante of the Kintampo Health Research Center to objectively evaluate the report.

The independent evaluations concluded that the methodology used in the report was inconsistent, not scientifically valid and could not be relied upon as the basis for the reports' conclusions. The experts recommended that Newmont implement a participatory monitoring program, and planning is underway to create a program similar to those we have implemented at our operations in Peru and Suriname.

Our Ahafo operation completed commissioning (i.e., operational system testing) of a reverse osmosis (RO) water treatment plant. Independent wet-season monitoring commenced to determine baseline water quality and aquatic health upstream and downstream of the plant, and to characterize the effects of discharging treated water from the plant.

A cross-functional team from Ahafo and Akyem, together with regional and corporate representatives, held a workshop to develop a roadmap for transitioning from water management into water stewardship. The team reviewed long-term mine plans and strategies, identified current constraints and desired future state, identified high-level risks, developed actions for 2018 and beyond, and evaluated potential impacts of the actions to future business plans.

Future Focus

We will continue our effort to increase efficiencies and reduce our fresh water use to meet our 2018 and 2019 targets.

Other areas of focus in 2018 include:

- We will work to progress from water management to water stewardship through a phased approach that includes four key objectives – compliance and improved efficiencies, integration of local water risks and impacts, actions aligned with stakeholder expectations, and innovations that drive improved performance.

2017 WATER PERFORMANCE BY SITE (THOUSAND KL)

Sites	Total water withdrawn	Total water discharged	Total water consumed	Total water recycled
Ahafo	10,975	1,593	9,382	5,999
Akyem	6,208	1,570	4,638	6,780
TOTAL	17,183	3,163	14,020	12,779



- We will develop an approach for evaluating the cost of water to support investment decisions and improve site comparison of operational costs.
- To address gaps and ensure compliance with our updated Water Management Standard, our sites will implement action plans that include improvements to the site’s water balance model, an analysis of water quality trends, and reviews of design and management activities.

ENERGY AND CLIMATE CHANGE

Energy is one of Newmont’s highest input costs, and continuing to improve the efficiency of our operations, reduce energy use, and enhance sourcing flexibility are top priorities for the business. Extreme weather events, which impacted a number of Newmont’s operations in 2017, are a growing risk and demonstrate the need to assess and build the resiliency of our business to a changing climate.

Through our global energy and climate strategy, we work to fulfill our commitments to efficiently manage our global energy consumption, reduce our carbon footprint and manage our climate-related risks. Our near-term focus is on progressing three key components of the strategy, namely:

- Develop long-term emission reduction approach to improve efficiencies, reduce energy and emissions, and result in measurable cost savings;
- Develop climate adaptation guidance and plans to address impacts to our business, including the potential to affect operations, supply chain, health and availability of our workforce, and supply of water and power; and
- Implement an internal “shadow” cost of carbon to quantify future carbon pricing-related risks associated with the energy and equipment investment decisions we make today.

2017 Performance

Using findings from workshops held in 2016 and 2017, we progressed the development of regional climate adaptation planning methodology and guidance to support operations in preparing for extreme climate events. The guidance and methodology are designed to help sites understand how physical risks relating to climate change may impact operations, key infrastructure and host communities, and develop action plans to mitigate material risks and implement key opportunities.

At Akyem, we advanced a 110-kilowatt (kW) solar project to the contracting phase. The solar plant will power the camp and mess hall during daylight hours. The 25-year asset life plant is redeployable, so it can be disassembled and moved to another location at closure.

We continued to explore partnerships on innovative renewable and low-carbon fuel technologies. One of the more significant opportunities is with Caterpillar on dual-fuel engines for our large haul trucks. This would allow our haul trucks to run on liquid natural gas (LNG), which displaces 65 percent of a truck’s diesel fuel, reducing fuel costs and lowering CO₂e emissions by 18 percent per truck.

Future Focus

Activities planned for 2018 to achieve our 2020 target and align with the Paris Climate Accord and other global frameworks include:

- Piloting a solar power plant at Akyem;
- Continuing to engage with Caterpillar to advance dual-fuel engines on haul trucks that could displace 65 percent of diesel fuel with LNG on average; and
- Conducting a B20 (a 20/80 ratio of biodiesel to diesel fuel) and HDRD (hydrogenation-derived renewable diesel) fuels study.

We also will progress work on developing sector-specific methodology to determine meaningful science-based targets for our industry as well as actions to achieve such targets. We plan to hold climate adaptation workshops that will focus on identifying localized climate-related risks and developing action plans to mitigate material risks and implement opportunities.





CASE STUDY

NEW REVIEW BOARDS STRENGTHEN GOVERNANCE OF TAILINGS MANAGEMENT

To collectively address, as an industry, the safety of tailings storage facilities (TSF), in December 2016 the International Council on Mining and Metals (ICMM) issued a position statement that commits Newmont and all other ICMM members to minimize the risk of catastrophic tailings dam failures.

The position statement emphasizes the importance of strong governance to ensure that companies are effectively managing all the risks associated with their TSFs. Among the position statement's requirements is that companies establish independent technical review boards (ITRB) for sites with TSFs deemed to have higher technical, environmental, social or political risks. In 2017, we updated our Tailings and Heap Leach Facility Management Standard to include ITRBs for tailings dams. The objective of the ITRBs is to evaluate and review the design and/or operating conditions related to the management and long-term stability of the TSFs.

The ITRBs are to be composed of external experts who will provide third-party advice on all phases and aspects of the tailings facility. Specifically, the boards will:

- Assess risks and opportunities in current TSF design and operation;

- Evaluate whether the design and construction have been performed in accordance with corporate guidelines and international standards of care;
- Identify weaknesses that could have an adverse effect on the integrity of the TSF, human health and safety, and successful operation; and
- Provide recommendations to improve future facility design, operation and closure.

The addition of the ITRBs also provides an independent review of current and future tailings management strategies.

In 2017, we began the process to identify and select qualified ITRB members to ensure all ITRBs are in place in 2018.



TAILINGS, WASTE AND EMISSIONS

Mining activities – extracting, processing and refining – generate air emissions and waste including tailings. After mined ore is reduced into sand-sized particles and mixed with water, the valuable minerals are removed and the remaining milled rock slurry – called tailings – flows to an engineered impoundment called a tailings storage facility (TSF).

Our engineered TSFs and heap leach facilities (HLF) are designed to withstand extreme weather or seismic events. In addition to daily performance monitoring and inspections conducted by on-site staff, qualified independent senior geotechnical engineers inspect every TSF at least once a year.

Each operation is also required to:

- Manage waste rock and ore stockpiles in a manner that promotes beneficial post-mining land use and reduces closure and reclamation liabilities
- Minimize the risk to surface and groundwater quality from acid rock drainage (ARD), which is generated when certain minerals are exposed to air and water;
- Minimize the use of hazardous materials and the quantity of hazardous waste generated; and
- Manage our material air emissions, which are sulfur and nitrogen oxides (SO_x and NO_x), particulate matter (PM) and mercury.

2017 Performance

Improving our tailings stewardship approach was a significant focus during the year. A cross-functional team engaged with the regions to receive feedback prior to finalizing the updated Tailings and Heap Leach Facility Management Standard. All sites began work on gap assessments and action plans to achieve compliance with the new standards ahead of the November 2018 deadline to align with ICMM's framework.



Based on initial assessments under our updated standards, Ahafo and Akyem were identified as sites with TSFs deemed to have higher technical, social and/or political risks. While best practices for construction and operation are regularly employed at these sites, the two operations will establish an independent technical review board (ITRB) and seek input from the site ITRB to continue to reduce the risk and potential liabilities. We initiated ITRB member selection with the goal of having all ITRBs in place by mid-2018.

At our Ahafo operation in Ghana, we engaged extensively with the Ghana Environmental Protection Agency to reach agreement on the final design specification for the site's TSF expansion project. Both Ahafo and Akyem finalized plans to install a partial high-density polyethylene (HDPE) liner as part of their TSF expansion projects.

Future Focus

Our focus in 2018 will be on ensuring full compliance with the ICMM tailings governance framework by November 2018. Activities to support this goal include:

- Ahafo and Akyem will establish ITRBs and implement site visits and reviews by the second quarter, and will work toward achieving compliance with the updated standards by the end of the third quarter.
- For all our tailings facilities, we will work to establish critical controls that will be tracked at a site, regional and corporate level to evaluate and manage risks proactively.
- As a member of ICMM, Newmont will participate in the organization's newly formed Tailings Aspirational Goal Working Group. The goal of the group is to identify innovative technologies and practices that can minimize or replace conventional wet storage facilities (such as TSFs) over the next 10 to 15 years.



BIODIVERSITY

Our ability to access land increasingly depends on effectively managing the impacts our activities have on species, ecosystems and other land uses. Through partnerships with governments, NGOs, academia and communities, we aim to build long-term biodiversity management strategies that deliver sustainable conservation outcomes.

Our goal is no net loss of key biodiversity values (KBVs) in our areas of influence. All operating sites must conduct biodiversity risk assessments, engage stakeholders on biodiversity issues and mitigation plans, and identify KBVs. New projects or expansions at existing sites must also conduct biodiversity and ecosystem impact assessments. Sites with KBVs specific to the area must develop biodiversity action plans (BAPs) that satisfy the Mitigation Hierarchy, which is a widely accepted approach for biodiversity conservation.

2017 Performance

We expanded our approach to conduct assessments of KBVs in the exploration phase and completed assessments at all our new projects, including the Ahafo North project.

We partnered with the NGO Flora and Fauna International on a pilot study at Ahafo North to better understand how and what benefits the communities are receiving from natural stocks (biodiversity). The findings from the study will be incorporated into the project's environmental impact statement (EIS).

Our Akyem operation completed the second phase of the reforestation program, which began in 2016 and involves reclaiming 257 degraded hectares in the Kweikaru Forest Reserve. In combination with the 60 hectares included in phase one, site preparation and planting of both indigenous and exotic timber plant species have been completed on more than 300 hectares. The reforestation program covers an area that is three times the size of the area impacted by the Akyem mine.

We continued to engage with the Forestry Commission (FC) to select a site for Akyem's biodiversity offset program. An action plan was developed in consultation with Conservation Alliance and the FC to guide the site selection process. The FC proposed the Attewa Forest Range as the biodiversity offset site, and we submitted our acceptance of this site with a recommendation to implement the program in phases, starting with feasibility studies.

LOCATION AND SIZE OF NEWMONT'S AFRICA OPERATIONS IN RELATION TO KEY BIODIVERSITY AREAS

Operation	Key biodiversity area (KBA)	Position relative to KBA	Size of operational site (km ²)	Ecological sensitivity	Partners/ collaborators	Mitigation plan
Akyem in Ghana	Ajenua Bepo Forest Reserve (not KBA but habitat for species)	Contains portions of 101 hectares	20	Forest reserve for IUCN red-listed tree species <i>C. boxiana</i> (endangered) and <i>Necrosyrtes monachus</i> (critically endangered)	Conservation Alliance Forestry Research Institute of Ghana	Partnering with Conservation Alliance and Forestry Research Institute of Ghana to implement critical species management program (CSMP) for <i>Cola boxiana</i> and other nationally important species. Established nurseries to raise seedlings to plant at various locations within the mine area.



Future Focus

To improve our management of biodiversity-related risks, we will focus on the following efforts:

- Akyem will begin the maintenance phase of the reforestation program, which includes replacing plants that did not survive, and will start implementing its biodiversity offset program to achieve the goal of no net loss of KBVs.
- Based on the success of the cross-functional global teams implementing our water and energy and climate strategies, we will work to establish a global biodiversity management team to broaden awareness, build capacity and track emerging issues and challenges.
- To support broader industry efforts to establish offsets that are externally verified prior to project development, we expect to finalize a three-year partnership agreement with IUCN – a United Nations-sponsored organization made up of more than 1,400 governmental and non-governmental organizations – to jointly develop a protocol for independent verification of biodiversity gains.
- We will continue to identify opportunities to integrate ecosystems services into our biodiversity planning.





CLOSURE AND RECLAMATION

Closure and reclamation of a mining property is a multifaceted process with risks that are equally complex. Growing regulatory requirements and community expectations, as well as increased unit expenses, are also driving the costs associated with closure activities and liabilities higher.

Through our global closure and reclamation strategy, we work to effectively manage our closure risks early in the mine lifecycle and successfully close and reclaim mines to gain stakeholder trust and improve our access to land for future mine sites.

All sites must develop and maintain a closure and post-closure strategy that encompasses risk assessments, stakeholder engagement plans, closure and reclamation plans, and concurrent reclamation plans that are integrated into the annual mine planning process.

2017 Performance

At Ahafo and Akyem, we completed concurrent reclamation on 13.62 and 8.08 hectares, respectively,

exceeding our concurrent reclamation objectives for the year. Maintenance of reclaimed areas will be ongoing to ensure we achieve the desired mine closure outcomes.

All sites completed closure risk assessments and conducted annual closure estimate reviews. The 2017 reviews, which included a strong focus on concurrent reclamation, found overall improvement in cost estimates, as well as additional opportunities for concurrent reclamation.

We partnered with students from the University of Notre Dame to evaluate and suggest innovative ideas for sustaining economic livelihood in the communities near our Akyem mine after the mine closes (which is not until 2024 under current mine plans). Among the findings was that Newmont should not be the agent of economic development, but that the Company is in a unique position to bring together the capabilities of government, communities, NGOs and businesses to convene a separate economic development entity to help the community achieve its long-term economic stability goals. We continue to assess the concepts for application in the current mine scenario.



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