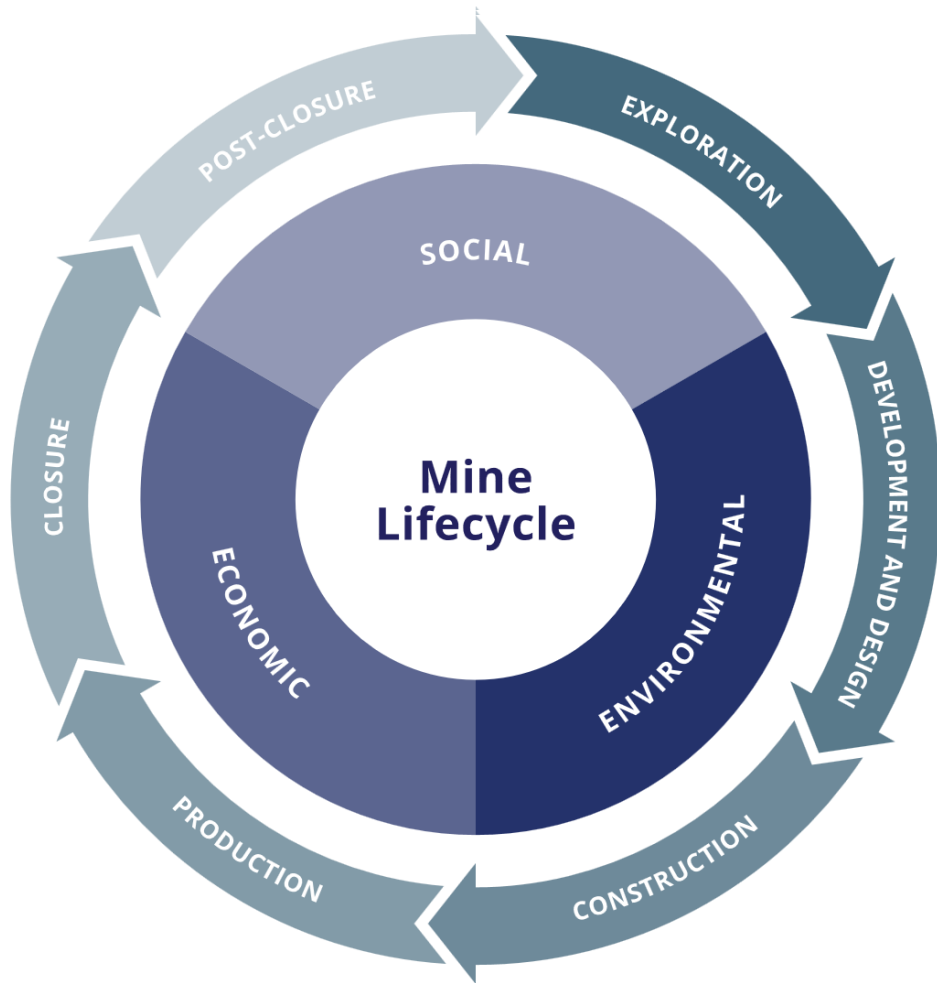




# Public Affairs in Emerging Markets – South America

APRIL 28, 2021

# Sustainability is integrated to Newmont's values



## Purpose

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

## Vision

- To be recognized and respected for exceptional economic, environmental and social performance

## Mission

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

*Planning for post-closure begins with exploration*

# S&ER enables business strategy



## RISK MANAGEMENT



### Sustaining a global portfolio of long-life assets

- Acquisition, Exploration & Closure  
*Anticipate, assess, manage, mitigate*

## PERFORMANCE



### Delivering superior operational execution

- Optimization  
*Strategies, standards, systems, targets*

## SOCIAL ACCEPTANCE & REPUTATION



### Leading in profitability and responsibility


- Mutual value & reputation  
*Capabilities, transparency, relationships*



# Understanding the common threads driving disruption



STRUCTURAL  
**FISCAL  
DÉFICIT**



Spatial  
**INEQUALITY**

Social  
**CONFLICTS  
& SECURITY**  
issues



High  
INFORMALITY &  
**unemployment**



INCREASING  
**DIASPORAS**



Representability  
**CRISIS**

**CORRUPTION**



**INFLUENCE**  
Internet & Social  
Networks





# In a region marked by strong volatility



Uncertainty over democratic process



Polarized elections



Collapse of populist policies



Increased violence against social leaders

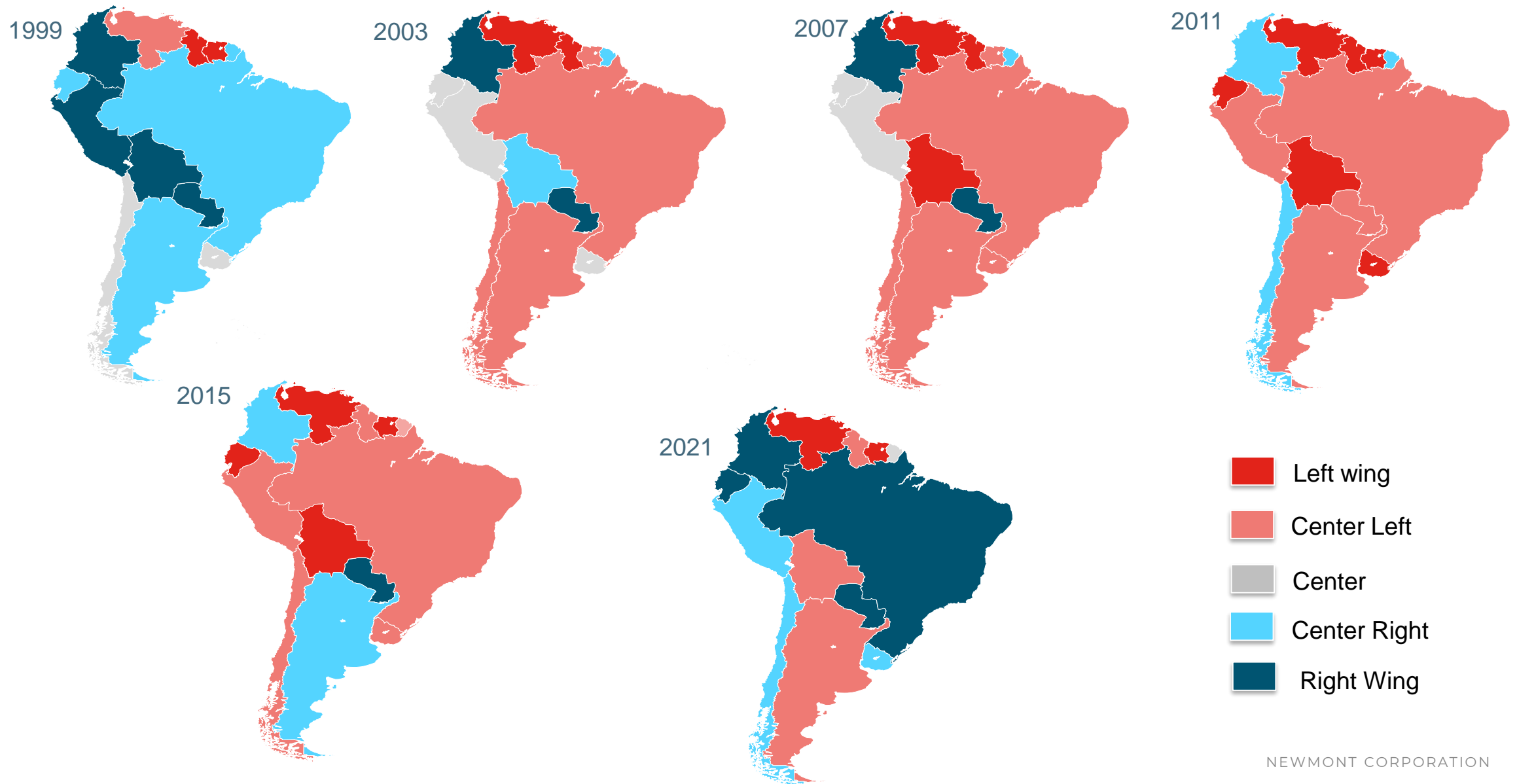


Distrust in institutions



Civil unrest over economic inequalities

# Amidst drastic power shift



# Integrated approach to risk management



## CHANGE IN POLITICAL SCENARIO

- Elections
- Change in Governments (National, Regional and Local Levels)
- Constitutional Reforms



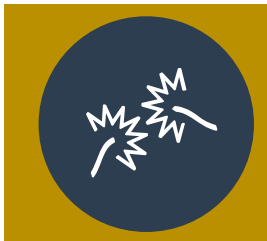
## REGULATORY ISSUES

- Definition Reserve Areas (Glaciers, Natural Parks, Conservancy areas)
- Limits to the use of certain products and technologies
- Increasing regulation on environmental standards
- Water management
- Tailing approach



## GOVERNMENTS CURBED BY FISCAL DEFICIT

- Tax Reforms
- Change / increase in royalties' rates
- Currency restrictions



## OPERATIONAL UNCERTAINTY

- Social Unrest
- Presence of Armed Groups and illegal activities
- Land Dispute
- Corruption

# S&ER scope of action



To allow flexibility to successfully develop and operate mines anywhere in the world, in any environment – political, cultural, social, climatic, geographic, or ecological – sustaining our business, now and into the future.

## Environment

- Environmental and archeological permitting
- Environmental stewardship
- Environmental performance management

## External Relations

- Stakeholder engagement
- Social license to operate
- Social risk management
- Communication and information
- Land Access
- Commitments and grievances

## Government Relations

- Strategic engagement with government stakeholders
- Participating in policymaking through sectorial associations

## Social Responsibility

- Social Impact Management
- Community development
- Local employment and procurement
- Sustainable legacy

## Systems and Services

- Collect, analyze and disseminate S&ER information
- Coordinate and deliver S&ER services (people, processes, templates, tools)



# Performance driven by commitments



Area	Commitment / Targets	Collaboration & Partnerships
<b>Safety and Health</b>	<ul style="list-style-type: none"> <li>Fatality Risk Management program (Zero fatalities target)</li> <li>Lower Total Recordable Injury Frequency Rate (TRIFR)</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary Principles on Security and Human Rights (VPSHR)</li> </ul>
<b>Inclusion and Diversity</b>	<ul style="list-style-type: none"> <li>Increase representation of women in the workforce</li> </ul>	<ul style="list-style-type: none"> <li>Paradigm for Parity framework</li> <li>UN Sustainable Development Goals (SDGs)</li> </ul>
<b>Economic Development and community engagement</b>	<ul style="list-style-type: none"> <li>Local employment targets</li> <li>Global Supplier Management Standard / Supplier Risk Management Program (SRiM):</li> <li>Complaints and Grievances (C&amp;G) mechanism – resolve 100% of complaints within 30 days.</li> <li>Free, prior and informed consent (FPIC) of indigenous peoples into site-based practices.</li> <li>Creation of a Global Center for Indigenous Community Relations</li> </ul>	<ul style="list-style-type: none"> <li>The International Council on Mining and Metals' (ICMM)</li> <li>The World Gold Council's (WGC);</li> <li>The Responsible Minerals Initiative's (RMI) Risk Readiness Assessment framework;</li> <li>The Mining Association of Canada's (MAC) Towards Sustainable Mining (TSM) reporting framework.</li> </ul>
<b>Environment Stewardship (Water, Energy and Climate Change)</b>	<ul style="list-style-type: none"> <li>Performance in water-stressed areas and all sites action plan to reduce overall water consumption</li> <li>30% reduction in greenhouse gas (GHG) emissions by 2030, with the goal of becoming net zero carbon by 2050</li> <li>Safe transport, storage and use of cyanide.</li> <li>Tailings Management</li> </ul>	<ul style="list-style-type: none"> <li>World Resources Institute (WRI)</li> <li>UN Sustainable Development Goals (SDGs)</li> <li>International Cyanide Management Code (ICMC)</li> <li>International Network for Acid Prevention (INAP)</li> </ul>
<b>Closure and Reclamation</b>	<ul style="list-style-type: none"> <li>Achieve 90% of planned reclamation activities across operations</li> </ul>	<ul style="list-style-type: none"> <li>International Union for Conservation of Nature (IUCN)</li> </ul>

# To create value beyond the mine



Building  
Meaningful  
Relationships



Implementing  
global  
closure  
strategy



Free, prior  
and  
informed  
consent



Incorporating  
climate change  
concerns



Reputation

Commitment and  
grievance  
management  
system



Social Monitoring /  
Perception  
Survey

