

Diversity

Diversity at Newcrest Mining incorporates differences that relate to gender, age, ethnicity and cultural background.

It also extends to differences in background and life experience, communication styles, interpersonal skills, education, functional expertise, and problem-solving styles. The Company approach recognises that individuals are important and that each person has a unique contribution to make. The benefits of diversity are maximised when individuals feel included and able to participate fully.

Diversity and inclusion at Newcrest are business imperatives, and the Company approach is based on four key drivers:

- a vision to be the ‘Miner of choice’™;
- a high-performance culture which embraces diversity;
- a desire to attract, recruit, engage and retain diverse talent; and
- a belief that our workforce should reflect the communities in which Newcrest operates.

Diversity at Newcrest is led by the Board and the Executive Committee (ExCo) together with the ExCo Diversity Subcommittee, and is driven by recognition that an inclusive culture and diverse workforce supports high performance. The Diversity Subcommittee is the primary governance body for overseeing the execution of the diversity and inclusion agenda. The Subcommittee is chaired by the Executive General Manager People and Communications, and has other senior business representatives as members including the Executive General Manager Minerals and the Executive General Manager Lihir.

Underpinned by Newcrest’s values, the Diversity Policy outlines how Newcrest aims to support a diverse workforce, including treating employees fairly, setting measurable targets, ensuring legislative compliance and supporting diversity in its communities. Newcrest’s Diversity Policy actively promotes a culture that values difference. The Diversity Policy is published on the Newcrest website at www.newcrest.com.au/about-us/company-policies, and is able to be accessed by all employees via the internal portal. The policy is also displayed at all sites. Newcrest’s standards and procedures are reviewed and updated annually, ensuring that they support the objectives set.

MEASURES

The Board has set clear objectives to support greater diversity across the Company. Progress is monitored quarterly and assessed annually, via the Diversity Subcommittee and the Board’s Human Resources and Remuneration Committee, which has its diversity responsibilities reflected in its Charter. A number of these objectives, relate to gender and achieving gender diversity. Three measures identified to improve gender diversity in Newcrest were approved by the Board in 2010. These included establishing a Diversity Subcommittee to provide oversight and report bi-annually to ExCo and the Board on Newcrest’s diversity initiatives and programs.

The Diversity Subcommittee was established in 2011 and meets quarterly. Now in its third year, the Diversity Subcommittee has provided support and feedback on activities and approaches to address barriers identified, as well as providing an increased focus and profile for diversity. The Diversity Dashboard prepared for the Diversity Subcommittee provides key data, and assists the Subcommittee to track Newcrest’s progress against the approved objectives. In addition, diversity data is included in the monthly report to Executive Committee and on a quarterly basis to the Board’s Human Resources and Remuneration Committee. With the Diversity Subcommittee in place, a new measure for the 2013 financial year was adopted by the Board, to support Newcrest’s commitment to increasing participation of women in manager roles and to build a pipeline of female people leaders. The new measure is to *increase the proportion of women in management levels 2–4 by 15 percent by 31 December 2013*. Level 2 to level 4 roles refer to management roles classified from Supervisor through to General Manager.

These reportable measures (see Gender Diversity section, page 36) reflect Newcrest’s commitment to three main focus areas for increasing the representation of women in Newcrest’s workforce: attraction, retention and promotion.

Newcrest has in place additional measures, together with an action plan which sets out the specific actions that will be taken, to further increase diversity including age, ethnicity and cultural diversity. The Diversity Action Plan includes specific initiatives to support the attraction and retention of a diverse workforce. A key measure is the training and development of employees who are from the local communities. Participation of locals and nationals in the Superintendent Program has significantly increased this year with 23 percent of those selected for the program being locals or nationals. Approximately half of the participants in each program have been from Lihir in Papua New Guinea (PNG).

PROVIDING PATHWAYS TO EMPLOYMENT AND CAREERS

Newcrest recognises that people are its most important asset, and that diversity is critical in contributing to the local communities in which it operates by creating and providing employment opportunities within these communities. The overwhelming majority of employees at Newcrest’s operations in Indonesia, PNG, West Africa and Fiji are nationals and locals. Newcrest is committed to developing its people across the Group, and to building a workforce – including the leadership team – that reflects the communities in which it operates.

Newcrest has in place a number of programs to support both men and women from culturally diverse backgrounds to develop skills required to expand career opportunities. These include programs for members of the community seeking employment opportunities and those employed by the Company.