

The Frontline Manager Program and the Superintendent Program are designed to enhance leadership skill and to provide participants with the knowledge required to undertake leadership and manager roles. Access to these programs has been identified as an important enabler, providing national employees with the opportunity to gain the skills and knowledge required to meet the inherent requirements for leadership and management positions. They are also contributing to providing the Company with a diverse pool of candidates for these critical roles.

On Lihir Island, Newcrest conducts a business administration program on-site. This course aims to bring 10 young Lihirian women into a workplace each year from the surrounding villages. This program is a pathway for women into a range of job roles on the mine site. Initiated by the Company's senior Lihirian women, this program includes the opportunity for participants to develop English language skills – identified as critical to improving their ability to be promoted. This year, eight local women have participated in the program.

The Trainee Business Administration Program is Newcrest's key education program for young Lihirian women. Modules within this program include workplace harassment, bullying and HIV awareness.

A growing issue in PNG is violence against women. The United Nations (UN) has stated that it is at pandemic levels. It is also an issue that is rarely spoken about. The Company has provided access to a number of education and awareness raising opportunities for employees, providing information and support to Newcrest staff. This may also assist in getting the messages back to families and villages, and contribute to breaking the taboo of silence around this subject. The Walking in Her Shoes Workshop (developed in sub Saharan Africa) takes participants through a case study that explores the experience of a victim of violence, and formed part of the Graduate Conference attended by 47 graduates. Newcrest also conducted a 'national house cry' on-site in May 2013, on the issue of violence against women, which was well attended by Newcrest employees.

Graduate, Traineeship and Apprenticeship programs at Lihir currently provide access to formal training and employment for more than 320 people from the local and broader community.

Newcrest, in partnership with the Western Australian Department of Sport and Recreation, have conducted the Desert Sport Development Program (DSDP) for the Martu people of the Western Desert for the past 10 years. This program involves the continuing development of sport, including Australian Rules football, softball and children's sports including Little Athletics, and the management of regular multi-community sports carnivals.

In 2010 the Western Desert Sports Council or Ngurra Kujungka Inc. was established to oversee the DSDP operations, including the Western Desert Football and Softball Leagues, the tri-annual Sports Festivals, the organisation of sport and people development, fundraising and management of funds. Ngurra Kujungka and its programs are an excellent example of community development, of people and communities growing and being empowered to take responsibility for their own development.

The Telfer Aboriginal Training and Employment Strategy (TATES) at Telfer in Western Australia has been in place since 2002. TATES has provided a range of training and employment opportunities to the local indigenous community. Over the life of the strategy, more than 400 indigenous people, primarily members of the local Martu community, have participated in training and employment programs delivered through TATES. While some participants have been employed by Newcrest, others have accessed employment with other organisations as a result of the skills and knowledge they have gained through TATES.

Currently, TATES supports more than 30 indigenous people working under various employment arrangements, including full-time and part-time employment for Newcrest or contractors Pilbara Logistics, ESS Remote and Birra Personnel Resources, a part Martu owned business. Critical to the success achieved has been the support provided to Aboriginal and Torres Strait Islander people, including by the Telfer Aboriginal mentors who are part of the Newcrest Community Relations team. This approach has contributed to improved workforce participation for the Martu and the wider Aboriginal and Torres Strait Islander community at Telfer over the life of the program.

At Cadia in Orange, New South Wales, a mentoring program is providing valuable support and opportunities for Apprentices, including both men and women, some of whom are older workers. The program provides new Apprentices with access to a mentor through a formal program established in 2012, providing valuable support to a number of women and older workers with no previous training or mining experience.

Established in November 2012, the Cadia Women's Network provides participants with access to a network and information about issues specific to women in mining. The Network meets monthly over lunch, and the sessions have included presentations by senior women about their own careers, the opportunities they have had and the challenges they have experienced. Other topics explored have included work-life balance, professional behaviour, dealing with work colleagues, and strategies for overcoming barriers to career progression and participation for women.