

2023 Modern Slavery Statement



Newcrest is one of the world's largest gold mining companies. Ultimately, our actions underpin our commitment to our values, including caring about people.

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Our Purpose
We proudly produce
for a better future

Our Vision
To be the Miner of Choice

Valued by our people and communities

Respected by our partners, customers,
suppliers and peers

Celebrated by our owners

Our Values



Caring about
people



Integrity
and honesty



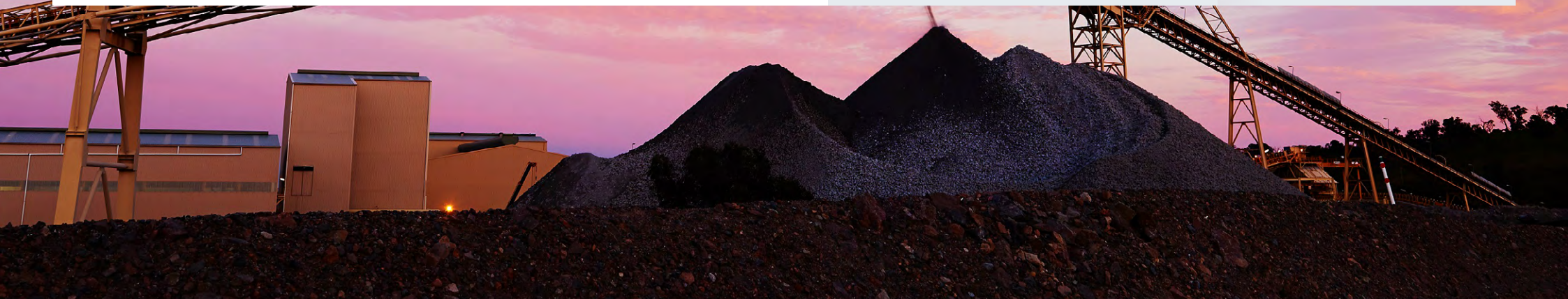
Working
together



Innovation
and problem
solving



High
performance



This Statement is made in accordance with the *Modern Slavery Act 2018* (Cth) (**Modern Slavery Act**) for the period 1 July 2022 to 30 June 2023. This is a joint statement made under Section 14 of the Modern Slavery Act on behalf of the following entities, which are reporting entities under the Modern Slavery Act for the reporting period:

- **Newcrest Mining Limited** (ACN 005 683 625), the Group's parent company.
- **Newcrest Operations Limited** (ACN 009 221 505), which holds a 30% interest in the Telfer mine (a joint venture with Newcrest Mining Limited) and interests in several exploration tenements throughout Australia.
- **Cadia Holdings Pty Limited** (ACN 062 648 006), which owns and operates the Cadia Valley Operation.
- **Lihir Gold Limited** (ARBN 069 803 998), owner and operator of the gold mine and supporting infrastructure and services located on Lihir Island in the New Ireland province of Papua New Guinea (**PNG**). Its registered office is in PNG.

For more detailed information about our operations and supply chains, see pages 5 to 9 inclusive.

This Statement describes the steps taken by the reporting entities and their owned and controlled entities (**Newcrest or the Group**) to assess and address Newcrest's modern slavery risks.

Unless expressly stated otherwise, references to 'we,' 'us' and 'our' refer to the Group, including the reporting entities listed above. This Statement does not extend to non-operated sites unless expressly stated.

This Statement has not been externally assured. This Statement has been reviewed for legal compliance.

This Statement in its entirety was approved by Newcrest Mining Limited's Board of Directors on 12 September 2023 on behalf of itself and the other reporting entities listed above and has been signed by the Chairman and the Interim Chief Executive Officer (page 4).

On 15 May 2023, Newcrest announced that it had entered into a binding scheme implementation deed with Newmont Corporation (Newmont), under which the parties agreed to proceed with a proposal for Newmont to acquire 100% of the issued shares in Newcrest by way of an Australian scheme of arrangement (the Newmont Transaction). The Newmont Transaction is subject to a number of conditions, including various regulatory approvals, approval by the Federal Court of Australia and approval by Newcrest and Newmont shareholders. The Board has decided to unanimously recommend that shareholders vote in favour of the Newmont Transaction in the absence of a superior proposal and subject to the Independent Expert continuing to conclude that the Newmont Transaction is in the best interests of Newcrest shareholders. A meeting of the shareholders of Newcrest is likely to occur in or around October 2023, with implementation targeted to occur in November 2023.





We are pleased to present Newcrest's fourth annual Modern Slavery Statement, which outlines our actions to combat modern slavery in our operations and supply chains during FY23. Our vision of being the Miner of Choice™ for all stakeholders remains steadfast, and respecting human rights, including addressing modern slavery risks, is absolutely fundamental to achieving this vision.

Throughout FY23, we continued to advance our modern slavery risk management approach. Central to our commitment is the awareness and education of our employees. To that end, we have updated our human rights training which is mandatory for people with responsibilities related to managing human rights risks. Education helps to ensure our people are equipped with the knowledge to recognise and respond to modern slavery risks in their work.

Building on last year's efforts, our Group Procurement team has conducted further deep dive reviews of high-risk areas in our supply chains to improve our understanding of these risks and proactively address them.

Key actions during FY23

- ✓ Conducted deep dive modern slavery risk reviews into purchases relating to cleaning, chemicals, tyres and road transportation.
- ✓ Updated our mandatory human rights training provided to employees.
- ✓ Developed Modern Slavery Incident Response Guidance to guide our response to any modern slavery allegation that may be identified.
- ✓ Reviewed the effectiveness of the Speak Out Policy, Standard and Process, including alignment with the United Nations Guiding Principles on Business and Human Rights (UN Guiding Principles).
- ✓ Continued implementation of several recommendations from our effectiveness review of our site-level grievance mechanisms.

We have also continued to improve our community and global grievance mechanisms, and developed modern slavery incident response guidance which provides a framework for addressing any allegations related to modern slavery that are identified.

We remain committed to further integrating our modern slavery and broader human rights risk management approach into our business during FY24. We will do this through continuing to deepen our understanding of the modern slavery risks in our operations and supply chains through focused risk assessment activities, the roll out of our updated human rights training, engagement with internal and external stakeholders, and ongoing steps to keep maturing our grievance mechanisms.

This Statement has been approved by the Board of Newcrest Mining Limited.

Peter Tomsett
Chairman

Sherry Duhe
Interim Chief Executive Officer

Our business, structure and operations

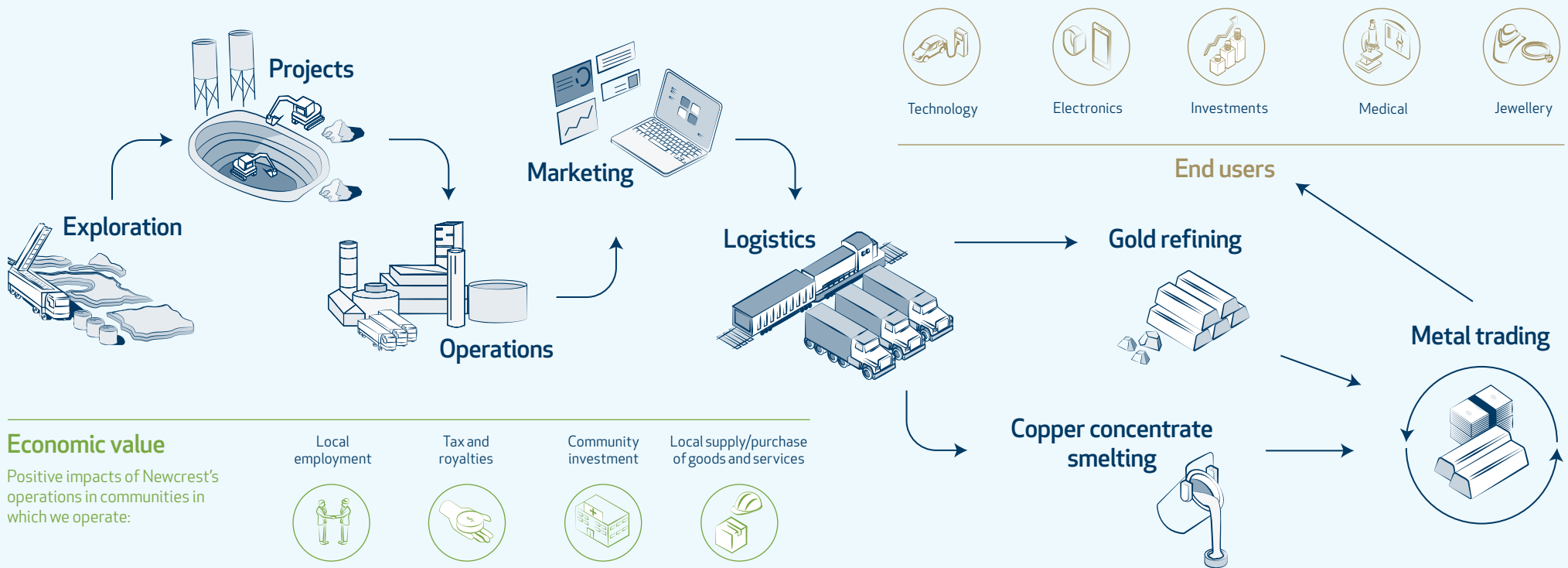
Newcrest is the largest gold producer listed on the Australian Securities Exchange (ASX, TSX, PNGX: NCM) and is one of the world's largest gold mining companies. Newcrest's portfolio includes long life mines and a strong pipeline of brownfield and greenfield exploration projects.

Newcrest has operations in Australia, PNG and Canada, interests in potential development projects in PNG, Australia and Fiji, an equity holding in a Canadian company with an operation in Ecuador, and undertakes exploration activities in Canada, Australia, the United States and Ecuador.

Newcrest Mining Limited is the parent company of the Group, which comprises several controlled entities, including the reporting entities listed on page 3. Our other significant entities are set out in our [2023 Annual Report](#).

Our operations, projects and investments are shown on the map on page 6.


Overview of our value chain



Our operations

Newcrest has an outstanding portfolio of long-life gold and copper assets, a material and increasing exposure to copper, and a well-established organic growth pipeline.


Papua New Guinea

Lihir 
 ◆ New Ireland Province
 100% Newcrest Ownership
 Au 670koz


Wafi-Golpu JV
 ◆ Morobe Province
 50% Newcrest Ownership

Australia

- ① Juri (JV & FI)
- ② Wilki (O & FI)
- ③ Antipa (EI)
- ④ Tennant East (100%)
- ⑤ Mt Coolon (O & FI)
- ⑥ Second Junction Reefs Project (JV)

Telfer 
 ◆ Pilbara, Western Australia
 100% Newcrest Ownership
 Au 349koz Cu 17kt


Havieron JV & FI
 ◆ Pilbara, Western Australia
 70% Newcrest Ownership⁽¹⁾

Cadia 
 ◆ Orange, New South Wales
 100% Newcrest Ownership
 Au 597koz Cu 98kt

Canada

① Boomerang (100%)

Red Chris JV ⁽⁵⁾ 
 (incl. the GJ property)
 ◆ British Columbia
 70% Newcrest Ownership
 Au 39koz Cu 18kt

Brucejack 
 ◆ British Columbia
 100% Newcrest Ownership
 Au 286koz

USA

- ① Mahogany (O & FI)
- ② Appaloosa (O & FI)
- ③ Lodestar (O & FI)
- ④ Midas North (O & FI)
- ⑤ Spring Peak (O & FI)
- ⑥ Headwater Gold (EI)
- ⑦ Metallic Minerals (EI)

Fiji

Namosi JV
 Waisoi Project
 ◆ Namosi Province
 73.03% Newcrest Ownership

Mexico

① Azucar Minerals (EI)

Ecuador

- ① SurNorte (Gamora, Jackpot) (JV + FI)
- ② SolGold (EI)

Fruta del Norte 
 ◆ Zamora-Chinche Province
 32% Newcrest Ownership⁽⁴⁾
 Au 164koz

Our commodities in FY23




Gold

76% of Net Revenue
2.1Moz⁽²⁾ Produced
US\$1,797/oz Realised Price⁽³⁾

Copper

22% of Net Revenue
133.1kt Produced
US\$3.76/lb Realised Price⁽³⁾


Asset type

-  Producing assets
-  Advanced projects
-  Exploration projects⁽⁴⁾

Exploration projects

- FI** Farm-In **O** Option
- JV** Joint Venture **EI** Equity Investment
- 100%** 100% Newcrest Tenement

Mining method

-  Open pit mining
-  Underground mining

(1) The Havieron Project is operated by Newcrest under a Joint Venture Agreement with Greatland Gold. Newcrest has a 70% interest in the Havieron Project (Greatland Gold Plc 30%).

(2) Group gold production includes 164,008 ounces relating to Newcrest's 32% attributable share of Fruta del Norte through its 32% equity interest in Lundin Gold Inc. The outcomes for Fruta del Norte have been sourced from Lundin Gold's news releases and have been aggregated to reflect the 12-month period ended 30 June 2023.

(3) Realised metal prices are the US\$ spot prices at the time of sale per unit of metal sold (net of Telfer gold production hedges), excluding deductions related to treatment and refining charges and the impact of price related finalisations for metals in concentrate. The realised price has been calculated from sales ounces generated by Newcrest's operations only (i.e., excluding Fruta del Norte).

(4) Newcrest does not currently operate or hold any equity in Lodestar, Mahogany, Midas North or Spring Peak, although it may do so in the future. Newcrest operates but does not currently hold any equity in Appaloosa, SurNorte, Mt Coolon and Wilki, although it may do so in the future. Newcrest holds a non-operator, 19.9% in Azucar Minerals, 10.3% in SolGold, 9.9% equity in both Antipa and Headwater Gold and 9.5% in Metallic Minerals. Newcrest operates and holds 51% equity in Juri JV and 80.58% in Second Junction Reefs Project.

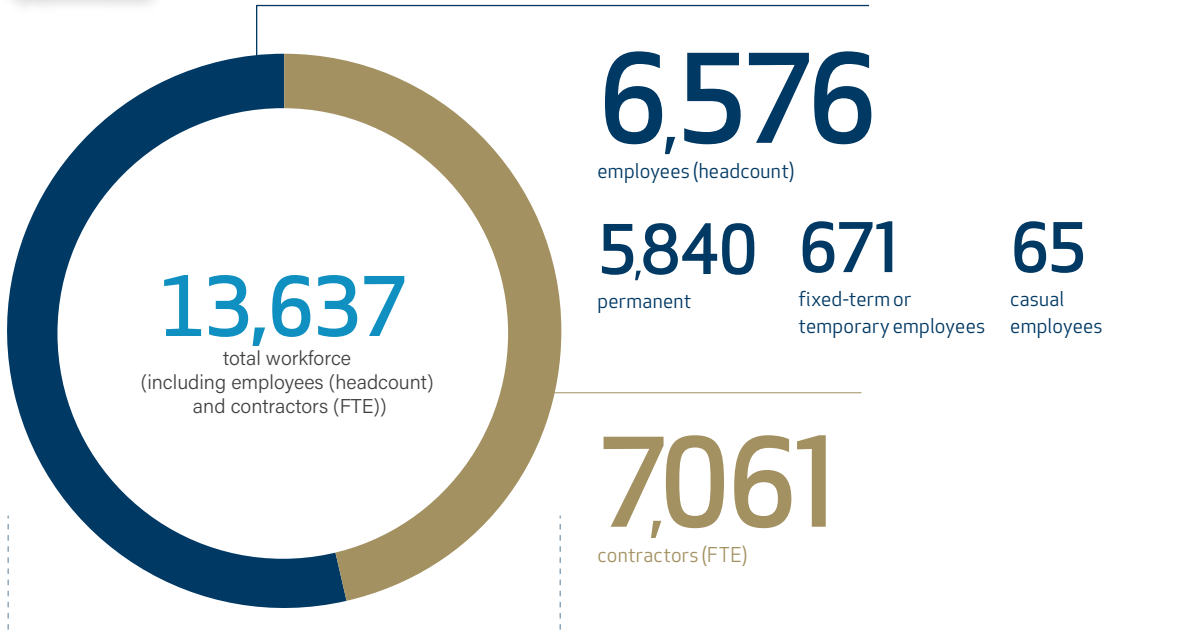
(5) Production and financial outcomes represent Newcrest's 70% share.

(6) The production outcome shown represents Newcrest's 32% attributable share, through its 32% equity interest in Lundin Gold Inc.

1. Our structure, operations and supply chains



Additional information about our assets, owned and controlled entities, and investments is available on our website and in our [2023 Annual Report](#)



A high proportion of our workforce is skilled (e.g. tradespeople) or semi-skilled (e.g. machine operators, truck drivers).

>4,100 in Australia	>5,000 in PNG	>3,300 in Canada ¹
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1. We also have small numbers of people in Chile, Ecuador, United States and Fiji.



Our supply chains

Newcrest has diverse global supply chains through which we procure a range of goods and services to support our exploration, mining, processing, transportation and corporate support activities.

Procurement is governed by a central Procurement function based in Melbourne. The function is responsible for procurement governance, and strategically important, high-risk or complex categories. We also have site procurement teams.

The majority of our supplier spend is engaged on agreed standard condition contracts over longer rather than shorter timeframes (three or more years).

us \$**3.4b**

Total spend (excluding government and tax payments)

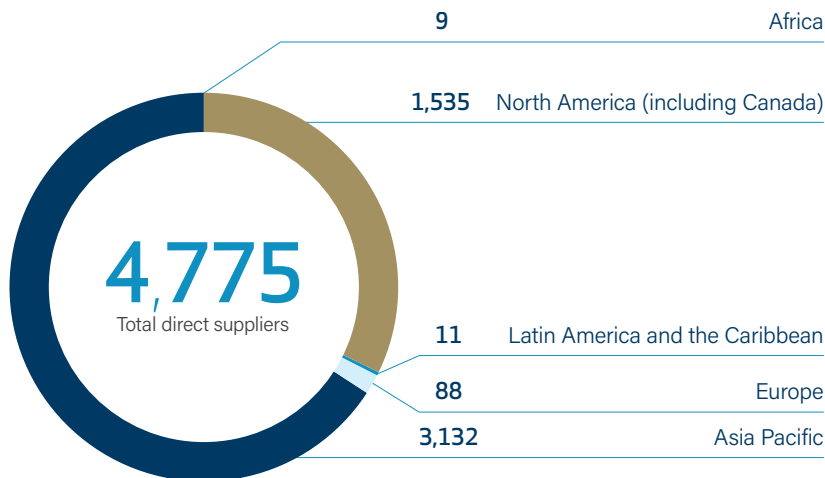
4,775

Direct suppliers located in 40 countries

97%

of operational spend with direct suppliers in five countries: Australia, Canada, PNG, Singapore and the United States

Number of direct suppliers per region



Top spend categories

Category	Percentage
Fuel and lubricants	10%
Engineering and construction services	9%
Mobile plant (mining fleet, including new plant purchases)	9%
Contract mining services (ranging from blasting and mine to mill material movement through to mine dewatering and waste material movement)	9%
Fixed plant (including equipment and machinery)	8%
Maintenance services (including related contract labour)	7%
Corporate (including office leases, insurance, recruitment, sponsorships, training, some travel)	6%
Site support (camp, catering and air charter services)	6%
Professional services	5%
Drilling and assays	3%
Electricity	3%
Ocean freight	3%
General consumables	3%
Other (i.e. less than 3% each)	19%

Our top 10 countries by spend

Canada

22.9% 1,379

- Fixed plant
- Fuel and lubricants
- Maintenance services

United States

1.0% 156

- General consumables
- Professional services
- Fixed plant

Germany

0.4% 13

- Ocean freight
- General consumables
- Engineering and construction

South Korea

1.1% 2

- Ocean freight
- Chemicals

Hong Kong

0.3% 9

- Ocean freight
- Professional services

Malaysia

0.3% 1

- Chemicals

Singapore

5.1% 26

- Fuel and lubricants
- Ocean freight
- Professional services

Indonesia

0.1% 6

- Operational spares
- Engineering and construction
- Corporate

Papua New Guinea

7.6% 428

- Site support
- Maintenance services
- Engineering and construction

Australia

60.8% 2,636

- Contract mining
- Engineering and construction
- Mobile plant

Key

- % of total spend
- # of suppliers
- Top spend categories



The scale indicates the estimated prevalence of modern slavery in a country and is taken from the Global Slavery Index 2023.

Note: We acknowledge that goods and services supplied by our direct suppliers (the entities we directly contract with) may not be directly manufactured or provided in those direct suppliers' countries but in jurisdictions that are at higher risk for modern slavery.



The Modern Slavery Act defines modern slavery to include forced labour, slavery, forced marriage, human trafficking, debt bondage, servitude, deceptive recruiting for labour or services, and the worst forms of child labour.

We have developed a framework of practices to help us identify and assess the modern slavery risks in our operations and supply chains considering country and industry risk using a suite of internal tools and external resources including the 2018 Global Slavery Index (GSI) and US Department of Labor reports. Ongoing work builds on and updates a modern slavery risk assessment undertaken by external advisers in 2020. With the recent release of the 2023 GSI, we plan to review our identified risks during FY24 seeking to ensure that our approach remains informed by the latest research.

Cause, contribute, directly linked

In identifying and describing our risk of involvement in modern slavery in this Statement, and inform our response to the risks identified, we use the concepts of cause, contribute and directly linked as set out in the UN Guiding Principles on Business and Human Rights (UN Guiding Principles).

Type of involvement	Explanation	Potential application in the extractive sector
Cause 	A company may cause modern slavery if its own actions or omissions directly result in such practices.	A company uses the worst forms of child labour, including hazardous child labour, by employing children to mine on their site.
Contribute 	A company may contribute to modern slavery if its actions or omissions in its operations or supply chains contribute to such practices.	A company places unrealistic costs and timeframes on a supplier, which could only be met if they use exploited labour.
Directly linked 	A company's operations, products or services may be directly linked to modern slavery through the activities of another entity it has a business relationship with, such as with a joint venture partner or supplier, entities the company does not have a direct contractual relationship with.	A company procures manufactured goods using forced labour, even if this was multiple tiers ¹ down the supply chain.

1. Supply chains are divided into different 'tiers'. 'Tier 1' suppliers are contracted directly to provide goods and services, who in turn may sub-contract to 'tier 2' suppliers, and so on.

2. Our modern slavery risks

Operations

Although we have assessed that modern slavery risks are more significant in our supply chains than in our operations, we acknowledge there is a risk of involvement in modern slavery through our operations. For example, there is a risk that:

- we could *cause* modern slavery if we employed exploited workers, such as workers under 18 years of age in hazardous conditions
- we could *contribute* to modern slavery if we hired workers through a labour broker and allowed the broker to charge workers recruitment fees
- we could be *directly linked* to modern slavery through our joint ventures and non-operated explorations if a joint venture partner used exploited labour on a project that we had an interest in.

[Section 3](#) sets out our policies and processes to mitigate our operational risks.

Supply chains

We secure goods and services through local, regional and multinational organisations, through which we are exposed to complex supply chains with modern slavery risks that increase beyond our direct suppliers. We recognise that, for example:

- we could be *directly linked* to modern slavery if goods or services we procure (or inputs into them, or transportation or storage of them) have been produced or undertaken using forced labour
- we could *contribute* to modern slavery if our procurement practices place unreasonable cost or delivery expectations on suppliers that could only be met using exploited labour.

As part of our due diligence activities we conduct targeted deep dive risk assessments focused on high-risk categories, which seek to assess risks beyond our direct supplier relationships. During the reporting period we completed assessments of cleaning activities within our camp services contracts, bulk chemical reagents, tyres and road transportation (see case studies on pages 13 and 14).

[Section 3](#) sets out our policies and processes to mitigate our supply chain risks.



Overview of high-risk categories

We have identified the following procurement categories as high-risk for modern slavery.

Category	Key risk factors
Personal Protective Equipment (PPE) and other apparel → Case study in 2021 Statement	<ul style="list-style-type: none"> – Lower skilled, lower paid work (manufacturing) – Vulnerable and at-risk workers (e.g. migrant workers) – Work often undertaken in higher risk jurisdictions – Long, complex and non-transparent supply chains including high-risk inputs (e.g. raw materials).
Ocean freight → Case study in 2021 Statement	<ul style="list-style-type: none"> – Lower skilled work – Vulnerable and at-risk workers (e.g. migrant workers) – Use of labour recruiters common, with risks of misleading and exploitative recruitment practices.
Labour hire and contractors on site → Case study in 2022 Statement	<ul style="list-style-type: none"> – Lower skilled, lower paid work – Use of labour hire agencies and other third-party intermediaries to recruit, hire and/or manage workers common, with risks of misleading and exploitative recruitment practices – Vulnerable and at-risk workers (e.g. migrant workers).
Office, site and mining support (including cleaning, catering, security and operational and mining support particularly involving manual labourers) → Case study on office cleaning in 2021 Statement → Case study on cleaning activities within camp services on page 13	<ul style="list-style-type: none"> – Lower skilled, lower paid manual work – Use of sub-contracting, with risks of misleading and exploitative practices – Vulnerable and at-risk workers (e.g. migrant workers).

Category	Key risk factors
Information technology (IT)	<ul style="list-style-type: none"> – Lower skilled, lower paid work (manufacturing) – Vulnerable and at-risk workers (e.g. migrant workers) – Work often undertaken in higher risk jurisdictions – Long, complex and non-transparent supply chains including high-risk inputs (e.g. raw materials).
Construction	<ul style="list-style-type: none"> – Lower skilled manual work – Use of sub-contracting, with risks of misleading and exploitative practices – Heightened risk in high-risk jurisdictions – Construction at mine sites carries a heightened risk of modern slavery, particularly in higher risk jurisdictions – Construction services suppliers often bring workers to sites, and sub-contracting is common – Some of the work involves lower skilled manual labour – Long, complex and non-transparent supply chains including high-risk inputs (e.g. timber, bricks, gravel, cement).
Other goods manufactured in high-risk countries → Case study on solar in 2022 Statement → Case study on tyres on page 13	<ul style="list-style-type: none"> – Lower skilled, lower paid work (manufacturing) – Work often undertaken in high-risk jurisdictions – Long, complex and non-transparent supply chains including high-risk inputs (e.g., raw materials, manufactured goods). <p>Note: This is a broad category (for example, it includes equipment, tyres, chemicals, office consumables) and the specific modern slavery risk factors vary depending on the product.</p>

Note: These categories were identified as higher risk through an independent supply chain risk assessment undertaken in 2018, a modern slavery risk analysis undertaken by external advisers in FY20, and our own ongoing analysis and due diligence.

Deep dive risk review of camp cleaning services

Over 800 people provide camp services and site facility cleaning services across Newcrest's main operating sites. Newcrest has identified that this labour category is high-risk for modern slavery and other forms of exploitation, including excessive hours, poor working conditions, and wage theft. Migrant workers may be particularly vulnerable.

Our camp services cleaning providers at Telfer, Lihir and Red Chris and facility cleaning providers at Cadia participated in the review.² This involved a customised questionnaire, assessment of supplier documents (e.g. policies, employee handbooks, employment terms, payslip samples), supplier interviews and interviews with site stakeholders. For the first time, Newcrest conducted face-to-face interviews to hear directly from workers. For each site, at least three interviews were completed, without the presence of the workers' employers. In the case of Lihir, the interviews were held in the local dialect, Tok Pisin. Our findings indicated that workers are remunerated at or above applicable minimum legal requirements. Workers have access to grievance mechanisms provided by both Newcrest and their own employer. The use of international migrant labour is low.

Although we assessed the risk of labour exploitation as low, risk factors identified include language barriers and low education levels among some workers, particularly at Lihir. Documentation is provided in English at all sites, although one supplier has translated key documents. To assist workers at Lihir, contracts and other onboarding information is explained verbally in Tok Pisin. We did find, though, that there was a limited understanding of payslips among workers. To help address this, we provided targeted awareness sessions.

We also evaluated the suppliers' approaches to managing risks in their own supply chains and identified a range of maturity levels. For the smaller, less mature suppliers, the process provided an opportunity to increase awareness of human rights risk management.

Domestic workers

Our review also considered exploitation risks for approximately thirty women in Lihir who work privately as domestic workers for permanent expatriates. Although not Newcrest employees or contractors, we provide them with access to the Newcrest employee bus service to help them get to and from work safely.

Our assessment indicated that the prevailing wage for this work is consistent with camp services workers' wages, and that this work is highly sought after. However, the review identified that the Newcrest bus often does not stop for these workers as drivers find it difficult to identify them.

To help address the issues identified, domestic workers are able to participate in our regular meetings with our camp services provider, providing an opportunity to raise questions or concerns. We have also developed literature in Tok Pisin that outlines appropriate duties for these workers and explains how to access our Speak Out service. We also issued them with uniforms to ensure they are easily identifiable by bus drivers to support their safety when travelling between home and work.

2. Brucejack was not included as camp services workers are employed directly at that site. The cleaners assessed were those in place as at 1 January 2023; we have since changed one of our providers as part of our standard supplier review process.

Deep dive risk review of tyres³

We identified the tyre supply chain as high-risk for modern slavery, including raw material inputs (particularly natural rubber) and manufacture.

Newcrest sources large "Off-the-Road" (OTR) tyres for mining equipment and tyres for light trucks, light vehicles and small equipment (non-OTR). OTR tyres represent 93% of our tyre spend and are sourced on long-term contracts. Non-OTR tyres are sourced through multiple channels including distributors and vehicle repair providers and are generally purchased on a more transactional basis.

We identified 30 brands of tyre purchased from 26 original equipment manufacturers (OEM). We used publicly available information and engaged our tyre suppliers as well as third parties, such as Global Platform Natural Rubber Sourcing, to build our understanding of modern slavery risks in the tyre supply chain. We also mapped the location of around 180 production facilities for the OEMs we source from, and identified specifically where our OTR tyres are manufactured. OEM capability to manage risks based on their human rights commitments, and supply chain management policies and processes including their natural rubber sourcing strategies, were categorised. Many OEMs publish significant amounts of sustainability information, and our major providers were supportive of our risk review. However, we encountered several challenges in conducting our research, including limited leverage which impacted our ability to source the level of information required from several suppliers to assess their maturity, as well as variable data quality.

We identified that all OTR tyres that we purchase are manufactured in jurisdictions that are low risk for modern slavery based on the GSI (Japan and US). Ninety-seven percent of our annual tyre spend was with OEMs we categorised as having mature human rights risk management processes.

Our assessment identified a potential link for a tier two supplier for a small non-OTR purchase to a high-risk country although data limitations meant it was not possible to definitively confirm the link. While our preference is to engage with suppliers in relation to identified issues, due to our very limited leverage in this case, we decided to cancel the undelivered order balance and implement controls to avoid future purchases of the relevant tyre brand.

As a relatively small purchaser of non-OTR tyres with limited leverage, we will seek to work with OEMs who demonstrate mature human rights risk management approaches. We have also worked to increase the awareness of internal decision-makers for tyre purchases in relation to relevant human rights risks through developing and distributing specific procurement guidelines for tyre purchasing and completing briefing sessions for procurement personnel on modern slavery.

180 OEM
production facilities mapped

3. This case study draws on merged data sets for the period January 2022 – December 2022.



Deep dive risk review of chemicals⁴

Newcrest uses chemicals to extract gold and produce copper concentrate. These are sourced through complex global supply chains where there may be higher risks of modern slavery. We undertook a deep dive risk review of our chemical supply chain to build our understanding of these risks at the point of manufacture, and how our tier one suppliers manage these risks.

This risk review sought to identify the location of manufacturing facilities for the chemicals we purchase, and assess our suppliers' human rights commitments and supply chain risk management approaches. The assessment included data requests and interviews with our tier one suppliers, and the review of publicly available information for tier two suppliers.

We assigned each manufacturing location a risk rating based on GSI prevalence data and determined if the facility was managed by our tier one supplier or a third party.

Through document review and interviews, we also assessed the strength and maturity of tier one suppliers' human rights commitments and their own supply chain management practices.

The map on this page shows the location of manufacture for the chemicals we purchased across the year. Eighty-two percent of our spend is sourced from very low or low risk countries (based on GSI prevalence data). This spend is through tier one suppliers who are mostly large Australian companies or subsidiaries of large multi-nationals with human rights commitments, modern slavery statements, clear expectations of their suppliers with respect to human rights, and processes to manage their supply chain risks.

In the case of goods being manufactured in medium risk jurisdictions, we identified that three small to mid-sized tier one suppliers, accounting for around 6 percent of total chemical spend, have less mature processes.

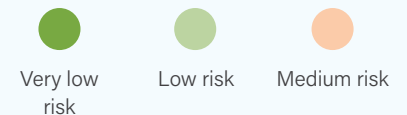
We undertook additional due diligence (including additional interviews and document review) to further understand these suppliers' risk management approaches. We also completed additional due diligence where specific risks were identified (e.g. in relation to a particular manufacturer that sources raw materials from agricultural farms in various countries, some of which have a higher prevalence of modern slavery; in this case, we assessed risks at the raw input level).

At the time of the review our Canadian assets were tendering their chemical requirements and therefore these sites were not included in this assessment. However, modern slavery due diligence will specifically be completed as part of this market engagement process.

4. This case study draws on merged data sets for the period September 2022 to August 2023.

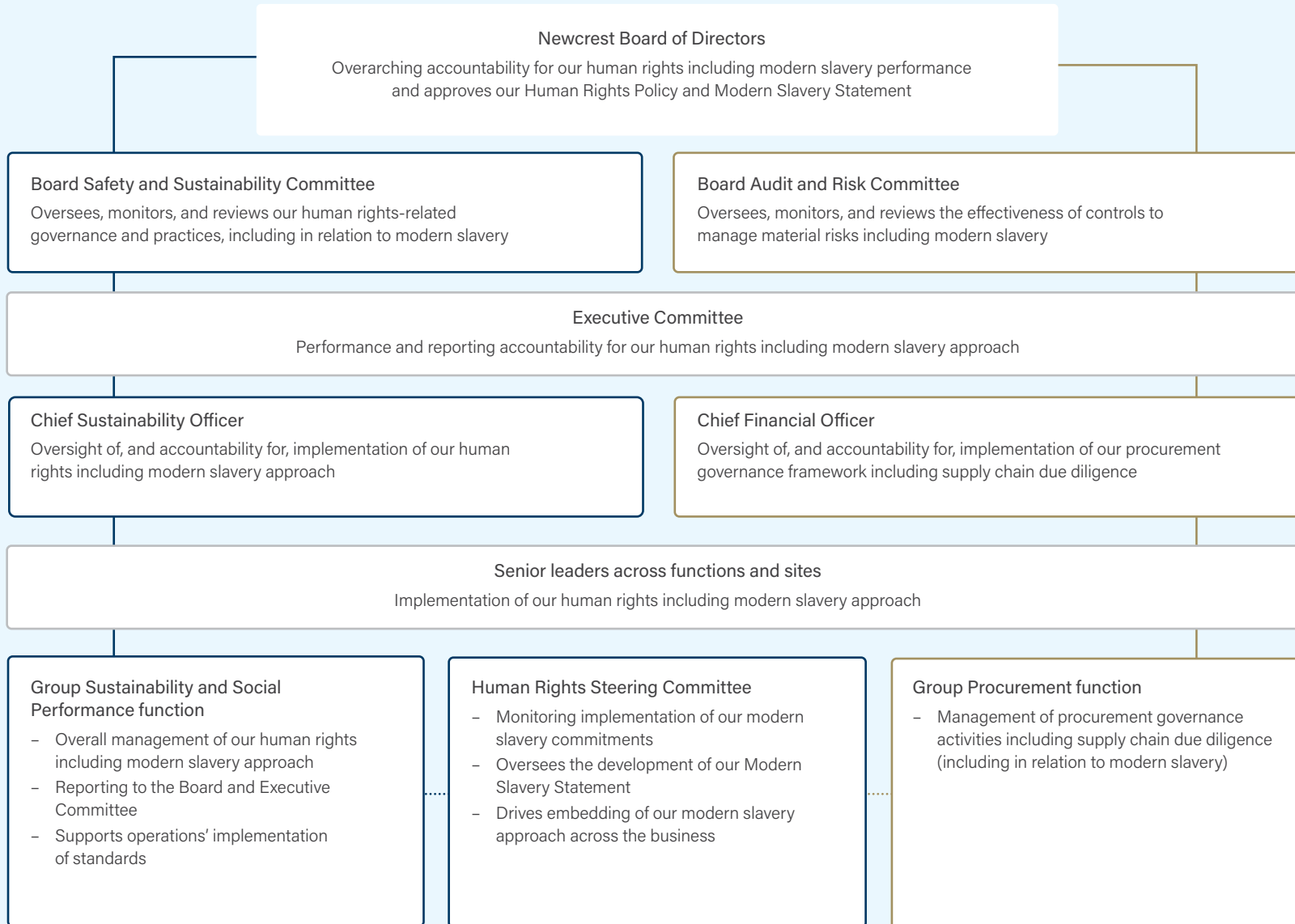
Map shows the percentage total chemical spend by country of manufacture, and modern slavery risk levels for these countries based on 2018 GSI prevalence data.

Key



Governance and policies

Governance



Human Rights Steering Committee

During FY23, the Human Rights Steering Committee (SteerCo) met four times. During the meetings, SteerCo tracked progress against our annual human rights action plan which includes a range of modern slavery-focused actions. To build the group's awareness discussions were also held on child trafficking and exploitation, international trends in business and human rights and the Canadian Modern Slavery Act.

Policies

This table summarises the key policies and standards relevant to our modern slavery approach. These, and our broader modern slavery risk management approach described in this Statement, apply across the Group including to all reporting entities and our controlled entities (including all our majority-owned and operated sites and our operated exploration projects).⁵ These policies and standards – and our broader human rights approach – are also supported by a range of other policies, standards, procedures and processes, for example, our Sustainability Policy, Security Policy and Anti-Bribery, Fraud and Sanctions Policy.

Policy/Standard	How it relates to our modern slavery approach	Key communication and implementation actions
Code of Conduct	<ul style="list-style-type: none"> – Sets out expectations of personal and corporate conduct and the behaviour of our employees, contractors and other suppliers – Sets out our commitment to respect human rights, and our expectation that suppliers will prevent child and forced or compulsory labour or other forms of modern slavery. 	<ul style="list-style-type: none"> – All employees and contractors are made aware of our Code of Conduct including through mandatory training – The Code of Conduct is communicated to suppliers during vendor onboarding, through our Supplier Performance Commitments and our Supplier Sustainability Questionnaire.
Human Rights Policy	<ul style="list-style-type: none"> – Sets out our commitment to respect the human rights of all our stakeholders – Includes specific commitment to not engaging in or condoning forced, compulsory or child labour, and working to ensure these are not present in our workforce or supply chain, with an express reference to modern slavery – Sets expectations for employees, contractors and suppliers, and states that we seek to work with other third parties who respect human rights. 	<ul style="list-style-type: none"> – All employees and contractors are made aware of our Human Rights Policy through Code of Conduct training and, for relevant employees, mandatory human rights training – We updated our human rights training during the reporting period (see page 21).
Risk Management Policy	<ul style="list-style-type: none"> – Sets out our approach to risk management, which applies to human rights including modern slavery risks. 	<ul style="list-style-type: none"> – Our Risk Management Policy informs our Risk Management Framework.
Speak Out Policy	<ul style="list-style-type: none"> – Sets out our commitment to fostering a culture of trust in an environment that encourages reporting of misconduct and unethical behavior, and providing protection to those who speak out – Human rights-related concerns, including modern slavery, can be raised through the Speak Out channels. 	<ul style="list-style-type: none"> – Information on the Speak Out Policy and its implementation are on page 21 – During the year, we reviewed the effectiveness of Speak Out against the UN Guiding Principles effectiveness criteria for non-judicial grievance mechanisms (see page 23).

5. The policies, standards, procedures and processes do not apply to non-operated or non-controlled entities and investments including the Wafi-Golpu Joint Venture. Our general approach in relation to joint ventures and investments is overviewed on page 20; more detail in relation to Wafi-Golpu is provided on page 21.

Policies continued

Policy/Standard	How it relates to our modern slavery approach	Key communication and implementation actions
<u>Procurement Policy</u>	<ul style="list-style-type: none"> - Requires human rights considerations to be incorporated into supplier selection and contract management - Refers to not engaging in or condoning modern slavery and working to ensure it is not present in Newcrest's supply chain. 	<ul style="list-style-type: none"> - Commitments in our Procurement Policy relating to human rights, including modern slavery, are implemented through our supply chain due diligence activities - Our expectations are communicated to suppliers as part of our supplier onboarding and contracting processes.
<u>Communities Policy</u>	<ul style="list-style-type: none"> - Outlines the principles that guide our engagement with communities - Includes a specific commitment to respect community members' human rights and to establish and maintain accessible grievance processes. 	<ul style="list-style-type: none"> - We track and report stakeholder interactions, social impacts and grievances at all of our operations to assess the effectiveness of our Social Performance - Grievance procedures are established and available at all our operating sites - During the reporting period, we have continued implementing recommendations from an effectiveness review of these mechanisms undertaken in FY21.
<u>Social Performance Standard</u>	<ul style="list-style-type: none"> - Sets out the minimum mandatory social performance requirements for operations and projects - Requires human rights to be considered as part of socio-economic and social impact assessments. 	<ul style="list-style-type: none"> - Detailed guidance supports operations' and projects' implementation of the Standard - Operations' and projects' performance against the Standard is assured annually through an internal process - During the reporting period, we updated the Social Performance Group Guidelines to incorporate express references to human rights.
<u>Business Integrity Standard</u>	<ul style="list-style-type: none"> - Formally documents the integration of human rights risks into the due diligence we conduct on joint venture partners, associates, equity investments and recipients of donations and sponsorships, both prior to entering a new relationship with these parties, as well as ongoing due diligence activities. 	<ul style="list-style-type: none"> - We undertake risk-based due diligence in relation to key third parties. (Further information is on page 18.)

Risk assessment

We assess our salient human rights issues across our operations and business relationships to identify the human rights at risk of the most severe negative impact. One of our salient human rights risks is labour rights including modern slavery. This issue was assessed as most salient in our supply chain.

A company's salient human rights issues are those human rights that stand out because they are at risk of the most severe negative impact through the company's activities or business relationships. This concept of salience uses the lens of risk to people, not the business (UN Guiding Principles Reporting Framework).

Operations

We assess human rights including modern slavery risks in our operations in two key ways: social and environmental impact assessments and risk-based due diligence.

Our Social Performance Standard requires all operations to complete community social baseline studies and impact assessments. These must include assessment of human rights risks.

Under our Code of Conduct, Anti-Bribery, Fraud and Sanctions Policy, Business Integrity Standard and Business Integrity Guideline, we also undertake risk-based due diligence in relation to associates, third parties, entry into new jurisdictions, investments and counterparties to agreements including joint venture partners. This includes WorldCheck screening and specific due diligence on human rights risks where appropriate.

The due diligence process for joint venture partners, investments, agents, donations and sponsorships considers the third party's human rights-related policies and frameworks, legacy human rights issues and any ongoing human rights impacts. Additional due diligence is conducted for high-risk parties in high-risk jurisdictions, usually with the support of external advisors.

Supply chains

Our Procurement Standard sets out the minimum mandatory requirements to conduct our procurement activities in an ethical, safe and compliant manner.

In line with our sourcing and market engagement processes, all suppliers (at onboarding and ongoing while active in our system) are screened through an online platform for sanctions, adverse media, global regulatory and law enforcement information, and human rights breaches.

As part of our market engagement process, potential suppliers in high-risk categories are also required to complete our Supplier Sustainability Questionnaire (SSQ). The SSQ is also issued annually to targeted suppliers selected based on several factors including human rights risk (informed by category and country risks) and spend level. The SSQ was updated during FY23 to consolidate and improve the questions, and an online survey tool introduced to improve the supplier experience, which has resulted in higher quality responses being received.

The SSQ includes questions on the supplier's sustainability approach, business conduct, community, environment, workplace practices, workplace health and safety, human rights and modern slavery, and supply chain policies and practices. Questions targeting modern slavery risks include those relating to human rights commitments, use of migrant workforce, employment practices and how our direct suppliers select and manage their suppliers.

In FY23, we issued 88 SSQs (FY22: 95). Five suppliers ceased to supply goods and services within the period and were removed from the sample. We comprehensively evaluated the remaining 83 suppliers which included the review of approximately 600 documents, and provided feedback to selected suppliers to encourage continuous improvement.

We did not identify any human rights including modern slavery concerns.



Recruitment and employment processes

All employees are provided with a written contract of employment setting out the terms and conditions of employment, including remuneration, working hours, leave and other benefits. Our employment contracts comply with applicable local laws. Our remuneration is competitive, and employees receive above legislated minimum wages. We recognise the rights of all our people to join a union and collectively bargain.

Our hiring process aims to be comprehensive, non-discriminatory and non-coercive (e.g. we do not charge recruitment participation fees). Our process confirms that employees have the appropriate work rights and qualifications to perform their respective roles safely.

Where we work with third-party labour providers, including recruitment agencies, it is the responsibility of the labour supplier to ensure their employment arrangements comply with local laws applicable in the worker's jurisdiction and that wage arrangements meet or exceed the minimum standards set in the respective jurisdiction. We ensure through the tendering process that labour suppliers have compliance mechanisms in place to satisfy the labour requirements in their respective jurisdictions.

We recognise that a lack of reliable birth data in PNG can make it difficult to confirm workers' ages. We have controls in place at our operation in Lihir to mitigate the risk of employing underage workers, including a documented eligibility screening

process for applicants. This confirms if an applicant is Lihirian and eligible for a Lihirian preferred role. These checks also confirm the applicant's birth date in the Village Population System (where Lihirian birth data is captured), with a requirement that workers have completed school (most roles have a minimum entry requirement of year 12). Non-Lihirian job applicants are asked to provide evidence of their birth date that we seek to confirm with available records. Most positions open to non-Lihirians require qualifications that reduce the risk of workers being underage.

We recognise the rights of all our people to join a union and collectively bargain.





Requirements for third parties

Suppliers

Our [Supplier Performance Commitments](#) set out our expectations of suppliers. This includes an expectation that suppliers will have policies and procedures in place to meet the expectations in our Human Rights Policy, prohibitions on the use of modern slavery and labour exploitation, protection of labour rights including freedom of association, and effective grievance mechanisms. All suppliers that are new and/or have submitted an SSQ are required to acknowledge the Supplier Performance Commitments. We are working to extend this to all suppliers, including at contract renewal.

Our [standard supplier contract templates](#) contain human rights clauses. Our standard major contract templates also include a right to audit suppliers in relation to their compliance with our human rights expectations and the right to terminate a supplier's contract for breaches of its human rights clauses.

Our preferred approach is to engage and use our leverage with suppliers to encourage and support them to address issues should they arise. However, during the year, we terminated a small order for tyres because of modern slavery risks identified during our tyre deep dive risk assessment (see page 13).

Joint venture partners and investments

Newcrest aims to build leverage with our joint ventures by setting expectations at the outset of a relationship. Our Human Rights Policy and Code of Conduct states that we seek to work with joint venture partners who respect human rights, and our standard joint venture contract contains a human rights clause.

In line with our Business Integrity Guideline and the Ethics and Compliance team's third-party due diligence framework, we seek to conduct or share materials for training with joint ventures, including in relation to human rights, modern slavery and whistleblowing (annually for higher risk countries, every two years for medium and lower risk countries). We also undertake at least one communication each year with joint ventures about human rights including modern slavery, and business integrity guidance.

Where we have a minority investment in an entity, we monitor their human rights performance through public disclosures, WorldCheck and adverse media screening. Where we hold a Board position, we brief our nominee directors about issues that arise so that they can raise them in Board meetings.

During FY22 and FY23, we undertook a review of our joint ventures – in particular, the jointly operated Wafi-Golpu Joint Venture, and our Newcrest-operated joint ventures Red Chris, Havieron and Namosi – to consider their approaches to modern slavery. Opportunities identified included ensuring alignment of local procurement processes with Newcrest's policies and processes at majority-owned and operated joint ventures and building local teams' capacity around managing modern slavery risks, and to otherwise continue engaging with partners to share knowledge and experience in relation to modern slavery risk management.

Training, capacity building and awareness raising

We have a human rights page on our intranet, where employees can access information and resources on human rights, including modern slavery, our human rights governance architecture and internal contact people. We have human rights FAQs, including questions specifically on modern slavery, which are available to anyone with access to our intranet.

Employees with key responsibilities related to managing human rights risks are required to complete human rights training when they join Newcrest and then every two years. This includes people in our human resources, security, health and procurement teams, and senior leaders including our Executive Committee.

The online training was updated during FY23. It includes an introduction to our salient issues which include labour rights (including modern slavery) (see page 18). The training also explains what is expected of employees and where employees can go if they have concerns. Quiz questions are embedded in the training.

Other human rights related training includes our mandatory Code of Conduct training, and security and human rights-related training for security employees and contractors.

We have also continued to build awareness and capacity within the Procurement team more broadly through sharing our deep dive risk review outcomes.

During FY23, we continued to engage with our gold refinery partners to share knowledge and expertise about modern slavery risk management.

Grievance mechanisms and remediation processes

We recognise that trusted, effective grievance mechanisms play a key role in identifying and remediating modern slavery. We have a global Speak Out Policy as well as site-level grievance mechanisms to provide channels for stakeholders to raise concerns.

Where we identify that we have caused or contributed to an adverse human rights impact, we are committed to providing for or cooperating in its remediation.

Speak Out

Our [Speak Out Policy](#) outlines a number of channels including an independent hotline, to encourage the reporting of concerns relating to unethical, illegal or any other inappropriate behaviour, including modern slavery, and to receive protection from any negative consequences resulting from reporting. This channel is available to employees, contractors, ex-employees, officers, suppliers (including their employees) and their relatives.

The Speak Out hotline is accessible by website, phone or a mobile app and can be used confidentially and anonymously. It is available 24/7 in all jurisdictions where we operate through an independent third-party provider, Navex Global, which provides services through their platform EthicsPoint. In addition to English, the hotline also operates in Tok Pisin and Spanish to account for those in and around our operations in PNG and Ecuador.

We raise awareness about our Speak Out channels with employees and contractors on our website, during induction training, on posters around our offices and sites, on our intranet, through Ethics and Compliance Champions at our sites, via the Ethics and Compliance Portal, and via Group-wide awareness sessions. We raise awareness with suppliers through

any specific engagement with them, our Supplier Performance Commitments and our supplier Human Rights Information Sheet.

During FY23, we reviewed the Speak Out Policy, Speak Out Standard and related procedures to identify continuous improvement opportunities (further discussed on page 23).

Chart: Reports received via Speak Out channels during FY23 by category

We work together



We care about our people



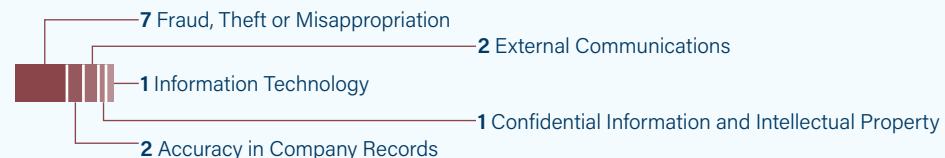
Referred



We work with integrity and honesty



We protect our resources



* "Referred" reports relate to matters which are not Speak Out concerns and are referred elsewhere.

Site-level grievance mechanisms

Our Social Performance Standard requires each operating site to have a grievance mechanism tailored to the local context. The Standard is supported by our Community Concerns, Complaints and Grievances Guideline, which references the UN Guiding Principles' effectiveness criteria for non-judicial grievance mechanisms.

During FY22, we reviewed these mechanisms for effectiveness against the UN Guiding Principles and implementation of the recommendations is continuing.

No modern slavery issues were raised through our Speak Out channels or operational-level grievance mechanisms during FY23. However, we recognise that this does not necessarily mean no such issues exist, and we will continue to look for ways to strengthen the effectiveness of our mechanisms.

Supplier grievance mechanisms

Our Supplier Performance Commitments include an expectation that suppliers have their own effective grievance mechanism in place to consider, manage and remedy complaints. We provide human rights training material to high-risk suppliers on a case-by-case basis.

The SSQ evaluation we undertook during FY23 (outlined on page 18) identified that 57% of suppliers assessed have an anonymous grievance mechanism and 64% of suppliers stated that they were aware of Newcrest's grievance mechanism. We continue to encourage our suppliers to report any misconduct or unethical behaviour through Newcrest's Speak Out program.



Modern Slavery Incident Response Guidance

During FY23, we developed Modern Slavery Incident Response Guidance to guide our response in case a modern slavery incident or allegation arises in our operations or supply chains, and to support the development of a remediation approach as appropriate.

The Guidance includes information to support the triage of a potential modern slavery issue including modern slavery red flags, as well as guidance in relation to notification to authorities, investigating a modern slavery incident or allegation, and determining an approach to remediation that is in line with the UN Guiding Principles.

Wafi-Golpu Joint Venture

The Wafi-Golpu Joint Venture is an advanced exploration project in the permitting phase, which is jointly managed by Newcrest and Harmony but not controlled by Newcrest. In April 2023, Newcrest and its Wafi-Golpu Joint Venture (WGJV) partner Harmony Gold (through their respective PNG subsidiaries) signed a Framework Memorandum of Understanding with the Independent State of Papua New Guinea, which marks a substantial step forward in progressing towards the signing of a Mining Development Contract for Wafi-Golpu. The main activities of the Wafi-Golpu Joint Venture currently involve community engagement and programs, environmental monitoring and activities related to the permitting process.

We conducted due diligence when we invested in the joint venture in 2008 which included consideration of social and human rights related risks. We also monitor risks relating to our investment in the joint venture on a regular basis.

A services company, owned equally by subsidiaries of Newcrest and Harmony, operates the joint venture including engagement of the joint venture's employees and leasing the joint venture's office space. The services company has a range of policies and procedures in place including in relation to employment, community engagement, and grievance mechanisms.

Newcrest does not have any employees working in the joint venture. While we have a services agreement in place with the Wafi-Golpu services company, we did not provide any services under that agreement in FY23.

Newcrest provides reimbursement of 50% of Wafi-Golpu's costs but does not manage Wafi-Golpu's procurement process. However, as indicated above, following a review of the modern slavery approaches of our various joint ventures (Newcrest operated and jointly operated), we will consider opportunities to engage further with Harmony (which provides support for the joint venture's procurement) to share knowledge in relation to identifying and managing modern slavery risks.



We consider an effective response to modern slavery is one where, through our policies, processes and other actions, we identify the modern slavery risks in our value chain (including emerging risks), mitigate those risks and respond appropriately to any identified instances of modern slavery or other labour exploitation issues that could lead to modern slavery.

Assessing the effectiveness of our actions is an important element in helping us drive continuous improvement in our approach and supports our understanding of what is and is not working and why. However, there are complexities and challenges in assessing effectiveness in this area including the often-hidden nature of modern slavery. We also understand that quantitative indicators used to measure effectiveness must be carefully interpreted.

The following outlines the range of ways we assess the effectiveness of our approach. During the year, we also commenced a process to enhance our targets and KPIs for our human rights work including our modern slavery risk management approach.

Assurance reviews and audits

During FY23, we undertook baseline human rights assurance of five sites including Cadia, Lihir, Red Chris, Telfer and Exploration. We identified consistent strengths as well as some gaps that will help us to prioritise our improvement efforts.

Human rights training

We track the number of people who complete our human rights training. Participants complete quiz questions to support learning. As at 31 July 2023, more than 70% of those assigned the training have completed it.

Grievance mechanisms

We monitor and review complaints raised in accordance with our Speak Out Policy and site-level grievance mechanisms to identify any systemic issues and opportunities to strengthen our approach. Internal audits are also conducted from time to time in relation to the management of Speak Outs in accordance with our Speak Out Policy and Investigation Standard, most recently during FY20.

During FY23, we reviewed the Speak Out Policy, Speak Out Standard and related procedures to identify continuous improvement opportunities. This included a specific review against the UN Guiding Principles' effectiveness criteria for non-judicial grievance mechanisms.

The review identified strengths in Speak Out, as well as areas of opportunity for continuous improvement. These included clarifying the scope of the mechanism to make it clear it is available to all stakeholders and accepts human rights related issues; building awareness of the mechanism with key external stakeholder groups including community members and stakeholders in the supply chain; further capacity building of Ethics and Compliance Champions and investigators to support continued consistency in process and outcomes; and the development of key performance indicators (KPIs) to help measure the effectiveness of the mechanism (in addition to timeliness which is already tracked).

In response to opportunities identified, we are considering updates to the Speak Out Policy and have provided additional investigations training to all investigators to continue building their capacity.

Supplier due diligence

Our Procurement function records key data from our supplier due diligence activities to confirm the implementation of our processes. This includes the number of suppliers that complete an SSQ and that are followed up for additional information. We maintain an open dialogue with our suppliers and engage them to discuss any concerns that arise.

We recognise that certain KPIs can potentially increase human rights (including modern slavery) risks, for example, those that focus heavily on procurement cost reductions. Our procurement team recognises that a range of risk management factors, including human rights risks, must be appropriately considered as part of our supplier evaluation and selection process before cost savings are considered.

Human Rights Steering Committee

Our Human Rights Steering Committee also helps us to assess the effectiveness of and drive continuous improvement in our modern slavery approach. In particular, the committee oversees, drives and monitors the implementation of our modern slavery actions during the year, which supports accountability for those actions and helps to identify and address implementation challenges as they arise.

5. Consultation with owned and controlled entities

All our owned and controlled entities operate under Newcrest's Group policies and processes, including in relation to human rights.

The development of this Statement was led by our cross-functional Steering Committee, with inputs being provided by Social Performance, Procurement, Legal, Risk and Compliance, Human Resources and Marketing.

In finalising this Statement, our internal consultation process involved writing to the Newcrest Directors of all the reporting entities covered by this Statement, and providing them with an opportunity to review and comment on the Statement. We also contacted our other owned and controlled entities to ensure they are aware of our modern slavery related responsibilities and commitments and to provide an opportunity for their review of and input into the Statement. We also engaged with the General Managers of each site to seek input into the Statement.

6. Engagement and collaboration

We have a broad range of stakeholders reflecting the diversity of our operations, activities and industry. Our aim is to involve our stakeholders in decisions that affect them and to understand their points of view. To achieve this, we build and maintain open, inclusive and constructive relationships with our stakeholders.

We are members of the International Council of Mining and Metals, Minerals Council of Australia and the World Gold Council. Each of these organisations' frameworks incorporates human rights expectations.

We are also members of the Human Rights Energy and Resource Collaborative. We engage with peers and other stakeholders through these and other organisations and forums to share knowledge including in relation to modern slavery risk management.

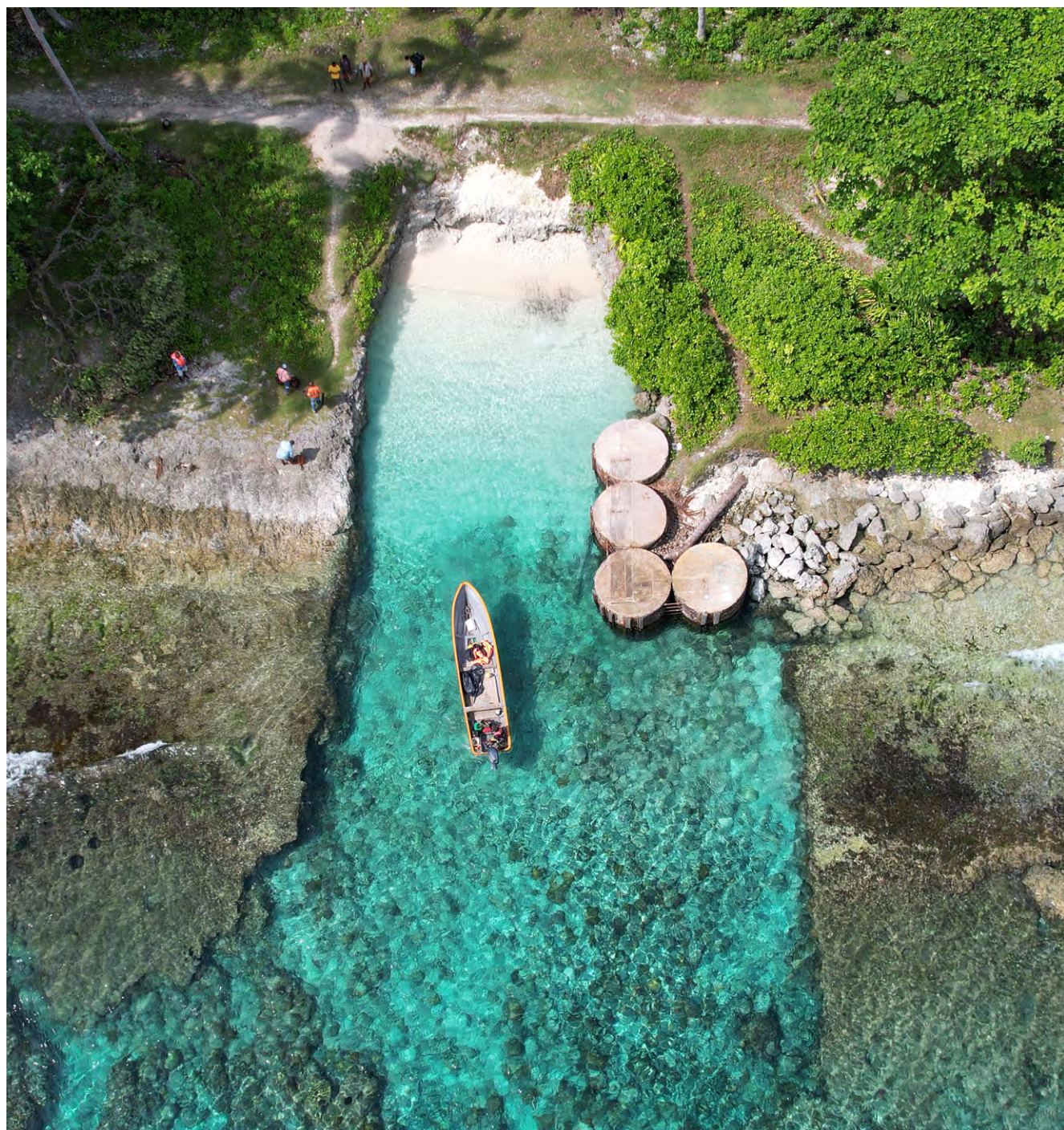
We plan to continue to identify opportunities for external engagement and collaboration concerning human rights, including modern slavery.



We are committed to building on our work to date to further embed our human rights policies and processes across the Group, and to continue strengthening our management of modern slavery risks.







In FY24, subject to the outcomes of the Newmont Transaction (see page 3), we intend to:




Objectives	Actions
<ul style="list-style-type: none"> Continue building our human rights due diligence activities, including our understanding of the risks beyond our direct suppliers 	<ul style="list-style-type: none"> Carry out new supply chain deep dive risk reviews Engage external expertise to support issue-specific human rights risk analyses in PNG
<ul style="list-style-type: none"> Enhance the integration of our human rights (including modern slavery) approach across the business 	<ul style="list-style-type: none"> Continue to convene the Human Rights Steering Committee Roll out updated human rights training to key personnel Identify opportunities for supplier training in PNG Facilitate Board engagement with external human rights specialist
<ul style="list-style-type: none"> Improve the effectiveness of our grievance mechanisms and approach to investigating and remedying human rights (including modern slavery) incidents 	<ul style="list-style-type: none"> Continue to implement recommendations arising from UN Guiding Principles effectiveness review of site-based grievance mechanisms



Appendix 1: Progress against 2022 Modern Slavery Statement

The following table sets out our progress against the commitments we made in our 2022 Modern Slavery Statement.

Commitment	Status as at the date of this Statement
Targeted supply chain deep dive risk reviews: cleaning, chemicals, tyres and road transportation	 Complete (see page 11)
Convene the Human Rights Steering Committee	 Complete (see page 15)
Update human rights training	 Complete (see page 21)
Review Speak Out Policy for effectiveness in line with the UN Guiding Principles	 Complete (see page 23)
Implement recommendations from our effectiveness review of our site-level grievance mechanisms	 In progress (see page 22)
Develop a Modern Slavery Response Plan	 Complete (see page 22)

 Completed  In progress  Not commenced

Appendix 2: Modern Slavery Act Mandatory Criteria Index

Modern Slavery Act mandatory criteria	References in this Statement
- Mandatory Criteria 1: Identify the reporting entity	- Disclosure Notes (see page 3)
- Mandatory Criteria 2: Describe the structure, operations and supply chains of the reporting entity	- Our structure, operations and supply chains (see pages 5 to 9)
- Mandatory Criteria 3: Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls	- Our modern slavery risks (see pages 10 to 14)
- Mandatory Criteria 4: Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	- Our approach to assessing and addressing our modern slavery risks (see pages 15 to 22)
- Mandatory Criteria 5: Describe how the reporting entity assesses the effectiveness of such actions	- Assessing the effectiveness of our approach (see page 23)
- Mandatory Criteria 6: Describe the process of consultation with any entities that the reporting entity owns or controls	- Consultation with owned and controlled entities (see page 24)
- Mandatory Criteria 7: Any other information that the reporting entity considers relevant	- Engagement and collaboration (see page 24) - Looking forward (see page 25)