

Community Investment and Development Standard

Purpose & Objectives

This Global Standard sets the minimum requirements for planning, execution, monitoring and evaluation of development activities initiated or otherwise participated in by to ensure that these development activities equitably improve quality of life and align with the company's principles of transparency and shared value.

Scope

The scope of this Standard is global. It applies to all directors, officers and employees of Corporation ("NC") or any entity that is controlled or managed by NC (together with NC, "" or the "Company"). In addition, where explicitly stated in an applicable contract, it may apply to 's contingent workers, vendors, contractors, and other types of business partners. It is applicable to all sites and in all phases of the mine life cycle including exploration, design, construction, operation and closure.

Content

1. Planning & Design

- 1.1. Sites will review and identify community investment requirements that have been established via investment agreements, community foundations and/or other Site commitments and obligations with stakeholders. These requirements shall be presented to stakeholders involved to ensure that investment requirements are identified.
- 1.2. Sites will utilize existing baseline studies, impact assessments, governmental community development plans and community engagement registers to align opportunities for local community investment and potential development priorities. In the absence of local government development plans, Sites shall collaborate with key stakeholders to help develop such a plan.
- 1.3. Sites shall ensure public participation for identification of investment opportunities and development priorities. Sites shall document justification for selected activities within the community investment and development program.
- 1.4. Partnership opportunities shall be preferred over unilateral action for the implementation of community investment and development programs.
- 1.5. Sites will develop, with relevant stakeholder participation, a Community Investment Strategy (CIS) or equivalent that addresses each development priority and provides human and financial resources to execute the strategy.
- 1.6. Each Site will develop a database of potential community development partners at the local, regional and international level that identifies the scope of their activities and potential synergies with opportunities described in the CIS.
- 1.7. Sites may choose to develop and implement a community development foundation, funded fully or partially by , as a delivery model for shared value with local communities. In all cases, foundation bylaws and funding agreements shall provide with financial and operational audit rights and performance reporting for all activities implemented by the foundation with resources.

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2. Implementation & Management

- 2.1. The CIS will be reviewed and updated by the Site and/or regional Sustainability and External Relations group, in consultation with key internal and external stakeholders, no less than every three years or more frequently as required by terms of development partnerships.
- 2.2. A transparent process is required to receive and document requests for contributions (cash or in-kind) and ensure that receipts for each contribution are recorded and maintained. Sites shall identify personnel authorized to make and accept commitments.
- 2.3. Members or representatives of Site management shall form a Community Investment Committee (CIC) with diverse representation to ensure that charitable contributions are provided in accordance with the CIS development priorities.
- 2.4. Every contribution shall be reviewed by the CIC to prevent contributions that will, or are likely to breach commitments from the Partnering Against Corruption Initiative (PACI), Foreign Corrupt Practices Act (FCPA), or UK Bribery Act requirements.
- 2.5. Every request for a contribution must be provided with a timely, written response to the person or organization advising of the committee's decision and the reason for that decision.
- 2.6. Sites shall manage charitable contributions (including in-kind donations) in a company approved database.

3. Performance Monitoring

- 3.1. Community investment and development expenditures (including in-kind donations) shall be tracked and reported to senior management and relevant stakeholders on a regular basis but no less than annually.
- 3.2. Sites shall create and update a community development monitoring report to summarize activity related to meeting the development priorities within the CIS and how it assists in achieving business outcomes. Existing reporting requirements for impact assessments or legislative mandates that are similar in nature may suffice for this requirement.

Terms

Refer to the S&ER Policies & Standards glossary for definitions.

- Community Investment
- Community Development
- Community Development Partner
- Monetary Donation
- In-Kind Donation
- Charitable Contribution Relevant Stakeholder

References

- ICMC Community Development Toolkit
- ICMC Mining Partnerships for Development

Document Control

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1.0	Matt King	Policies & Standards Committee	03/21/2014
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