

## PURPOSE & OBJECTIVES

This Global Standard sets the minimum requirements for the identification, protection and management of Cultural Heritage within 's Areas of Influence so as to protect Tangible and Intangible Cultural Heritage values and prevent unauthorized or undesired impacts by employees and contractors.

## SCOPE

The scope of this Standard is global. It applies to all directors, officers, employees and any third-party workers 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 third-party workers, vendors 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 and Design

- 1.1. Sites will identify, document and comply with relevant local, national, international legal and/or voluntary requirements (to which is signatory) and commitments relative to Cultural Heritage.
- 1.2. Sites will identify relevant authorities, indigenous communities, custodians, knowledge holders and Stakeholders with Cultural Heritage values that could be impacted by the site's activities. These shall be recorded in the site Stakeholder mapping process.
- 1.3. Sites will conduct a Cultural Heritage assessment that identifies Tangible and Intangible Cultural Heritage such as local customs, practices and values in Cultural Heritage features, landscapes and natural resources, including their significance level. Cultural heritage assessments shall be scoped and evaluated in the context of the Site lifecycle and area of impact, to the extent that the lifecycle and area of impact can be anticipated and defined. The assessment shall be periodically reviewed (no less than every five years or as Site or Cultural Heritage context changes, whichever is more frequent) and updated if new information or understanding of Cultural Heritage is available. For newly acquired properties, an evaluation will be conducted to determine whether an adequate assessment exists, or a new assessment is warranted and, if so, implemented in a timely fashion. The evaluation must be completed within one year of acquisition.

- 1.4. Cultural Heritage assessments shall be conducted by qualified external experts in collaboration with Cultural Heritage Custodians, traditional knowledge holders and/or local Stakeholders and guided by local Cultural Norms, customs and/or decision-making processes. Cultural Heritage assessments shall assess residual and cumulative impacts to Cultural Heritage values, including changes or losses to Intangible Cultural Heritage, and implement community compensation or cultural offset programs.
- 1.5. The assessment shall be used to generate a report that includes a Cultural Heritage inventory with GIS map of locations for all Cultural Heritage values. This inventory and associated map shall be updated prior to initiating work in new areas of disturbance that were not previously assessed. Cultural Heritage maps shall be incorporated into the site GIS software and used to inform operational planning requirements.
- 1.6. Sites shall identify and assess the risk related to the area's Cultural Heritage context, considering both Tangible and Intangible Cultural Heritage. All identified risks must be registered in the risk management system and updated no less than annually.
- 1.7. Sites will use the results of the Cultural Heritage assessment, and social impact and risk assessments to develop a Cultural Heritage Management Plan (CHMP) for the protection and management of places and values of Tangible and Intangible significance prior to any access or disturbance. The Cultural Heritage Management Plan shall include: (i) applicable regulatory or voluntary commitments (including agreements) that apply to Cultural Heritage management; (ii) the mitigation measures sites will take to address Cultural Heritage risks or impacts identified in the assessments, including Cultural Heritage access protocols where applicable; (iii) metrics and/or other measures to track Site's management of Cultural Heritage; (iv) responsibilities and accountabilities for Cultural Heritage risk assessment, mitigation and management; (v) training and awareness requirements; and (vi) the resources required (time, human and financial) to implement the plan. The senior site leader is accountable for and must approve the CHMP.
- 1.8. The CHMP shall utilize the Mitigation Hierarchy to develop appropriate responses to any potential Cultural Heritage impacts. In applying the Mitigation Hierarchy sites shall:
  - Design and locate all facilities and infrastructure to avoid or minimize disturbance to places of Cultural Heritage significance, preferentially avoiding disturbance of culturally sensitive areas.
  - Minimize adverse impacts and implement restoration measures to ensure maintenance of Cultural Heritage values and functionality, including the ecosystem processes necessary to support these.

- Where avoidance or in-situ preservation is not possible, implement appropriate mitigation or relocation options to minimize impacts on the Cultural Heritage values, including periodic monitoring and/or inspection after mitigations have been applied.
- 1.9. The CHMP shall be developed in Consultation with the relevant communities, knowledge holders and Stakeholders. The site shall also develop and implement formal engagement plan(s) for the ongoing implementation of mitigations, relocation and management approaches in the CHMP. Where required, sites shall provide capacity support to communities to participate in these processes.
- 1.10. Where Indigenous communities are present and their Cultural Heritage will be impacted, sites shall work to obtain and maintain free, prior and informed consent for the cultural impact and mitigation. This process shall be incorporated into project and operational planning and completed before disturbance occurs.

## **2. Implementation and Management**

- 2.1. Cultural Heritage risks, incidents (including unauthorized Cultural Heritage disturbances or breaches of cultural protocols) and actions will be captured in 's Risk Management System.
- 2.2. Sites will identify, develop and maintain a mechanism for storing Cultural Heritage assessment findings, either with or a Local Cultural Institution, to ensure security of the data and respect for cultural protocols related to confidentiality and use of the information. Traditional knowledge provided by Indigenous communities shall be treated as confidential, unless already in the public domain or by mutual agreement.
- 2.3. Sites will implement a ground disturbance authorization procedure that identifies, assesses and avoids or mitigates impacts to Cultural Heritage presented for any new ground disturbance. The procedure will require review and sign-off by the site's Social Responsibility lead or team member qualified to make a determination as outlined in the CHMP and the senior site leader. Sites will record authorizations for access and disturbance within identified cultural or heritage areas in accordance with document and records management procedures.
- 2.4. Sites will annually review a comparison of the planned disturbance footprint and the Cultural Heritage inventory to confirm Cultural Heritage impacts are adequately identified and prevented or mitigated. This process must be signed off by the site's senior leader (i.e. general manager, exploration manager or project manager) and completed before ground disturbance activities are initiated. If planned disturbance will impact a cultural resource, the activity must also be approved by the Chief Sustainability Officer prior to execution. Sites will use the global Cultural Heritage

Land Disturbance Assessment and Cultural Heritage Disturbance Approval Forms to document this process.

- 2.5. Sites will develop protocols in Consultation with custodial communities to allow for safe access to places and resources of Cultural Heritage significance where such access could intersect with site activities. Where applicable, considerations of Cultural Heritage management and access shall be included in negotiated community agreements.
- 2.6. Sites will provide the necessary training to ensure effective implementation of this Standard. This must include:
  - All employee and contractor inductions and refresher processes that cover the expectations of this Standard and any applicable site procedures, legal requirements or community agreement commitments.
  - Cultural education, awareness and/or training for all employees and long-term contractors. This will include the history, traditions and rights of the local communities.
- 2.7. Each site will implement a Chance Find Procedure to be applied in the event that new Cultural Heritage resources are found during development activities subsequent to the baseline Cultural Heritage assessment and impact identification. This procedure may be a stand-alone document or incorporated into the CHMP, ground disturbance and other relevant site procedures.
- 2.8. Sites will update the CHMP to account for new information collected through updating of baseline information and impact assessments, or as additional land access is required and surveyed. This will include changes to regulatory requirements and Cultural Heritage commitments as well as Cultural Heritage Sites that have been previously relocated to another physical location.

### **3. Performance Monitoring**

- 3.1. Sites will monitor performance against the CHMP no less than annually and ensure that findings and corrective actions from monitoring processes are addressed and closed out. This shall include assessment of effectiveness of education and training processes and outcomes.
- 3.2. The CHMP(s) and associated systems and processes shall be reviewed in collaboration with Custodial Community/s and Stakeholders to verify suitability and performance of the plan at a frequency agreed with affected communities and under management of change processes.

## DEFINITIONS

“Area of Influence” – a geographical area wherein social and/or environmental receptors are capable of being affected by 's activities.

“Chance Find Procedure” – a procedure that outlines what will happen if previously unknown Cultural Heritage resources, particularly archaeological resources, are encountered during project construction or operation.

“Consultation” – the act or process of giving or listening to advice or viewpoints.

“Cultural Heritage” – the places, objects, knowledge and practices of cultural significance, i.e. the aspects of a community’s past and present which are considered inherently valuable to be passed on to future generations. It includes ‘tangible heritage’, such as buildings, industrial structures and technology, landscapes and artifacts and other Cultural Heritage features such as archaeological sites; and ‘intangible heritage’, such as spiritual and religious beliefs, ceremonies and practices, language, visual arts, music, performance, handicrafts, foods, traditional environmental knowledge (TEK) and customary practices like hunting and gathering and other anthropological and ethnographic data.

“Cultural Heritage Custodians” – the individuals within a community that holds specific knowledge and/or rights to speak for a Cultural Heritage Site or value. They are often a senior member of a community regarded as important repositories of inter-generational social knowledge, or the authority can be on the basis of connections / ownership by right of birth.

“Cultural Heritage Site” – a place or object to which is ascribed cultural, spiritual, aesthetic, historic, scientific, research or social significance for past, present or future generations. This can include places of ‘sacred’ significance to traditional custodians such as burial sites, performance grounds, rock art, waterholes and hills or other physical manifestations of mythological or historical events. It can also include structures, places or remains of archaeological, industrial, paleontological, historical, religious or cultural significance at a local, regional, national and international level.

“Cultural Norms” – the beliefs held by a community regarding expectations of behavior in certain contexts. These are informal understandings that govern society's behaviors.

“Custodial Community” – a community that holds specific knowledge and/or rights to speak for a Cultural Heritage Site or value.

“Intangible Cultural Heritage” – the practices, representations, expressions, knowledge, skills – as well as the associated instruments, objects, artefacts and cultural spaces – that communities and groups recognize as part of their Cultural Heritage. Intangible Cultural Heritage is transmitted from generation to generation and constantly recreated by custodial

communities in response to their environment. It provides a sense of identity and continuity and can be manifested through: oral traditions and expressions, including language; spiritual and religious beliefs, ceremonies and practices; performing and visual arts; social practices and festive events; knowledge and practices concerning nature and the universe (see Traditional environmental knowledge); and traditional handicrafts and foods.

“Local Cultural Institution” – an organization dedicated to the preservation, promotion or understanding of culture. Some examples are: museums, academia, libraries, community centers, non-profit societies and government institutions, including indigenous Cultural Heritage departments.

“Mitigation Hierarchy” – a process which aims to manage social and environmental risks through informing impact management decisions, commonly applied in Environmental and Social Impact Assessments. It includes a hierarchy of steps. In Cultural Heritage management these include: avoidance & conservations; mitigation and relocation, compensation & cultural offsets, enhancement.

“Participatory Monitoring” – the regular collection of measurements or other kinds of data, usually of natural resources and biodiversity, undertaken by local residents of the monitored area, who rely on local natural resources and thus have more local knowledge of those resources.

“Stakeholders” – the individuals and groups that can affect, be affected by and/or are interested in activities.

“Tangible Cultural Heritage” – the physical Cultural Heritage, such as buildings, places, objects and artefacts (see also Cultural heritage site).

“Traditional Environmental Knowledge” – the knowledge, innovations and practices of Indigenous and local communities relating to their environment (also referred to as Traditional Ecological Knowledge). TEK is developed from experience gained over centuries and adapted to the local culture and environment and is transmitted orally from generation to generation. It tends to be collectively owned and takes the form of stories, songs, folklore, proverbs, cultural values, beliefs, rituals, community laws, local language, and agricultural and hunting/gathering practices, including the development of plant species and animal breeds.

## REFERENCES

- NEM-SER-POL-001: Sustainability and Stakeholder Engagement Policy
- NEM-SER-FRM-001: Cultural Heritage Management Annual Land Disturbance Assessment
- NEM-SER-FRM-002: Cultural Heritage Management - Changes to Disturbance Footprint

- NEM-SER-FRM-003: Cultural Heritage Management – Cultural Heritage Impact Approval
- NEM-SER-GDL-024: Cultural Heritage Forms Guideline

### DOCUMENT CONTROL

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