



710-005-EN-STR-0001

CADIA ENVIRONMENTAL MANAGEMENT STRATEGY

REGULATORY APPROVAL

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DOCUMENT CONTROL

Rev	Date	Section	Description of changes	Reviewer
5.0	18/04/2024	All	Document structure and content updated to respond to Schedule 5 Condition 1 of the project approval (PA 06_0295).	Luke Holley
5.1	23/09/2024	All	Addressing DPHI comment log	Dirk Sanderson
6.0	08/05/2025	All	Updates to include MOD 15	Luke Holley
7.0	04/05/2026	Various	Administrative Updates. Updates to figures due to approval of Modification 17. Minor in-text updates.	Dirk Sanderson

APPROVAL

Revision No.	Approval Date*	Signature
7.0	4/05/2026	David Coe
		Director, Environment

* Automatically generated upon publishing

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1 INTRODUCTION

1.1 Overview

This Environmental Management Strategy document (EMS) has been prepared for Newmont Cadia mine (Cadia).

This EMS document sets out the strategic framework for how all environmental and community related legal obligations and commitments are managed at Cadia.

1.2 Purpose

The primary purpose of this document is to satisfy Condition 1 (Schedule 5) of the project approval (PA 06_0295). This Condition requires that an EMS for the project is prepared and implemented to the satisfaction of the Secretary. The EMS must include key information to demonstrate the process for managing environmental risks at Cadia. Included in **Table 1** are the EMS specific requirements from the project approval. **Table 1** also includes references to the section of this EMS document where the requirements of Condition 1 (Schedule 5) have been addressed.

Table 1: Project approval (PA 06_0295) EMS Requirements.

Condition number	Requirement	EMS Section Reference
Schedule 5, Condition 1; The Proponent shall prepare and implement an Environmental Management Strategy for the project to the satisfaction of the Secretary. The strategy must:		
a	Be submitted to the Secretary for approval within 6 months of the date of this approval.	Document history and status (see cover page)
b	provide the strategic framework for environmental management of the project;	Section 2
c	identify the statutory approvals that apply to the project	Section 3
d	describe the role, responsibility, authority and accountability of all key personnel involved in the environmental management of the project;	Section 4
e	describe the procedures that would be implemented to:	Section 5
	keep the local community and relevant agencies informed about the operation and environmental performance of the project;	
	receive, handle, respond to, and record complaints;	
	resolve any disputes that may arise during the course of the project;	
	respond to any non-compliance; and	
f	respond to emergencies;	Section 6
	Include: copies of the various strategies, plans and programs that are required under the conditions of this approval once they have been approved; and	
	Include: a clear plan depicting all the monitoring to be carried out in relation to the project.	

1.3 Overview of Cadia

Newmont Overseas Holdings Pty Corporation (Australia), a wholly owned indirect subsidiary of Newmont Corporation is the owner of Cadia Holdings Pty Limited (**CHPL**). CHPL is the owner and operator of Cadia, one of Australia’s largest gold mining operations.

Commencing in 1998 and operating continuously since, Cadia is located approximately 25 km south of Orange in the Central Tablelands region of NSW. The mining operation occurs across two local government areas (LGAs) (Blayney Shire Council and Cabonne Council) (refer to **Figure 1-1**).

Cadia provides an important economic contribution to the region and NSW and is a major regional employer providing approximately 1,400 full time equivalent jobs plus contracting requirements for specialist work and shutdown activities. Confirmed mineable resources have been identified to extend operations well beyond the life of the current project approval (PA 06_0295) which provides for mining until 30 June 2031. Cadia has commenced planning for the continuation of mining operations and is delivering this work through the Cadia Continued Operations Project (CCOP).

PA 06_295 issued to CHPL in January 2010 under the NSW *Environmental Planning and Assessment Act 1979* (EP&A Act) provides for the following:

- Life of mine ore production (up to 30 June 2031) of approximately 525 million tonnes (Mt) of gold/copper ore from Cadia East and approximately 96 Mt of ore from Ridgeway underground mine.
- Processing of up to 35 Mt per annum (Mtpa) of gold/copper/molybdenum ore on site to produce gold doré from a gravity circuit, a gold-rich copper concentrate from a flotation circuit (which is piped to a dewatering plant at nearby Blayney and then sent by rail to Port Kembla in NSW for export) and a molybdenum rich concentrate which is sent by truck to Port Kembla in NSW for export.
- Disposal of tailings through emplacement into one of three tailings storage facilities (TSFs) being the Northern TSF (NTSF), Southern TSF (STSF) and Pit TSF (PTSF).
- Significant surface infrastructure and ancillary activities to support the operation of the mine including ore processing, rock emplacements, water management, maintenance, store and staff facilities and land management practices.

Figure 1-2 shows the location of key features of the Cadia mining operation.

PA 06_0295 has been modified 16 times since issue, with the most recent modification approved on 6 February 2026. Modification 17 confirms the Approved Disturbance Footprint and relocates the approved Hydrocyclone plant. This is considered an administrative update to Figure 1.1 without any change to the projects environmental and social impacts.

Cadia is currently progressing with a further modification to PA 06_0295 (Modification 16). This was lodged with the now NSW Department of Planning, Housing and Infrastructure (DPHI) in February 2026. Modification 16 seeks to allow for placement of hydrocyclone sands for buttressing of the NTSF to support ongoing mining activities.

CHPL also hold other environmental licences and mining approvals and authorities related to Cadia. These approvals, permits and licences are outlined in **Section 3**.

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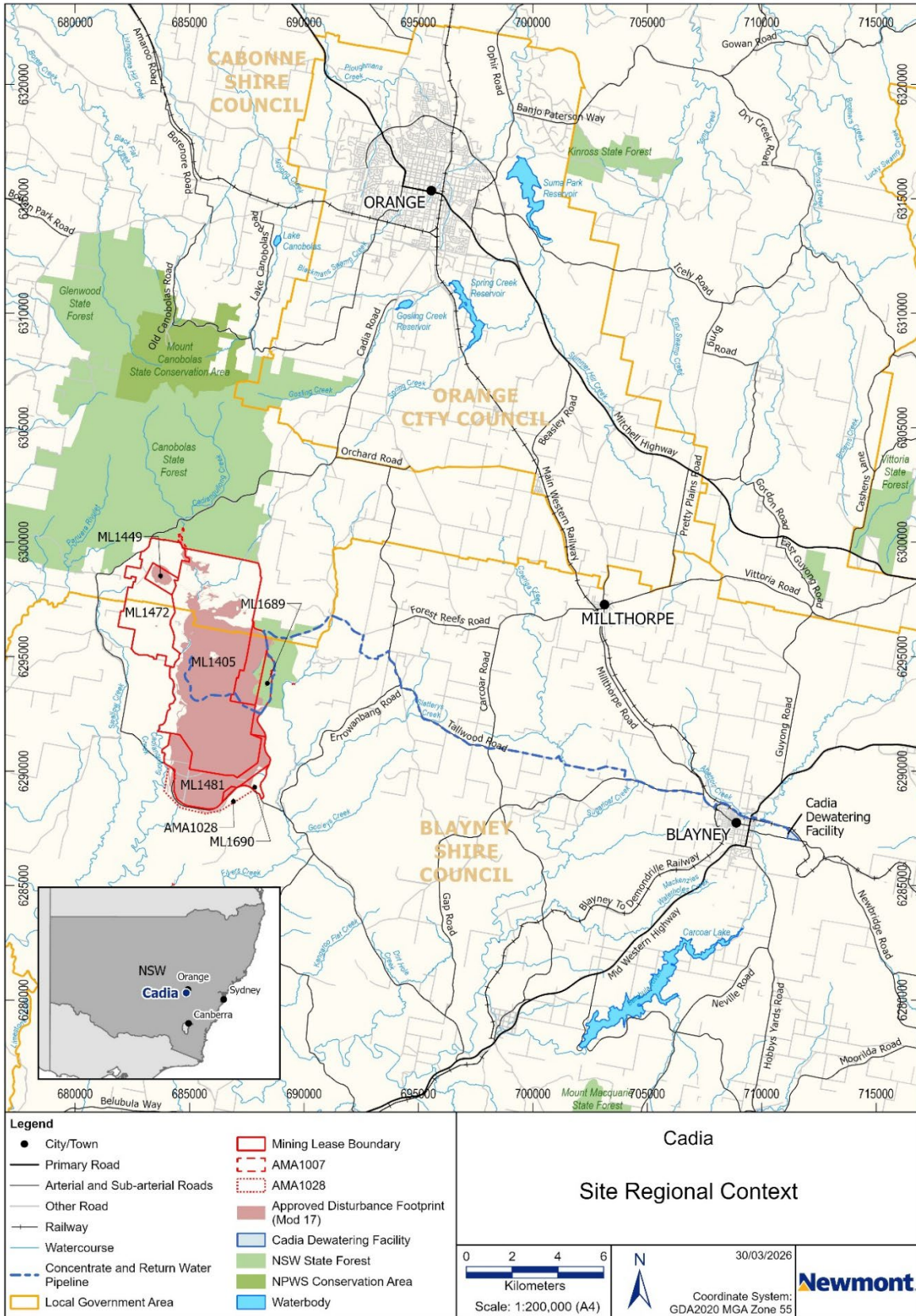


Figure 1-1: Location of Cadia in a regional context

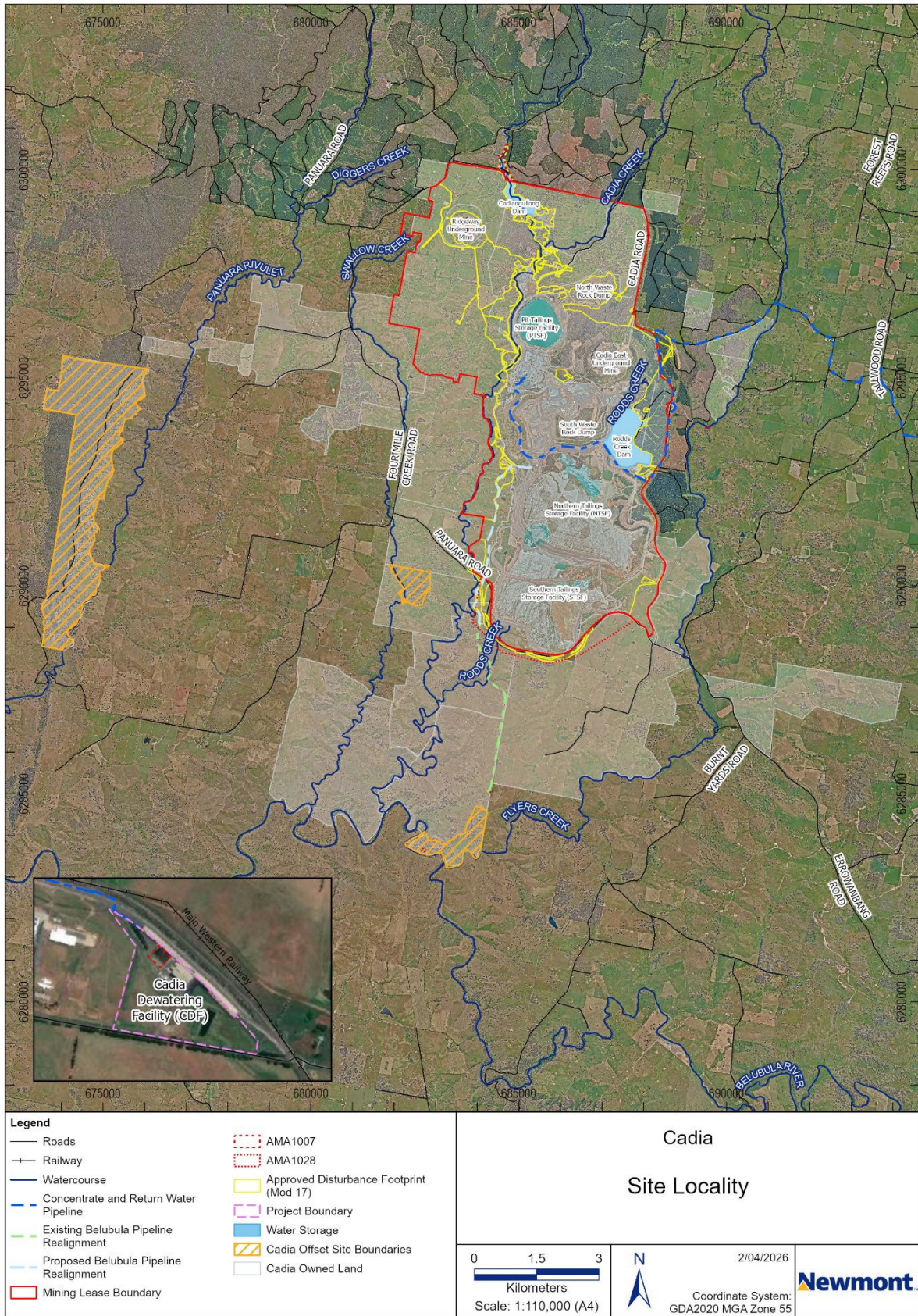


Figure 1-2: Key features of the Cadia mine

2 STRATEGIC FRAMEWORK FOR ENVIRONMENTAL MANAGEMENT

An Environmental Management System specific to Cadia has been developed and is being implemented at Cadia. The Cadia Environmental Management System (EMS) was developed to align with the principles of the international standard for environmental management, ISO 14001:2015 (see **Figure 2-1**). The EMS is used as the strategic framework for managing environmental and community related risks at Cadia.

An overview of the EMS document hierarchy is represented in **Figure 2-1**. This document hierarchy demonstrates that the EMS is comprised of a multitude of documents across several levels of documentation including corporate; strategic; planning; procedure; and database tiers.

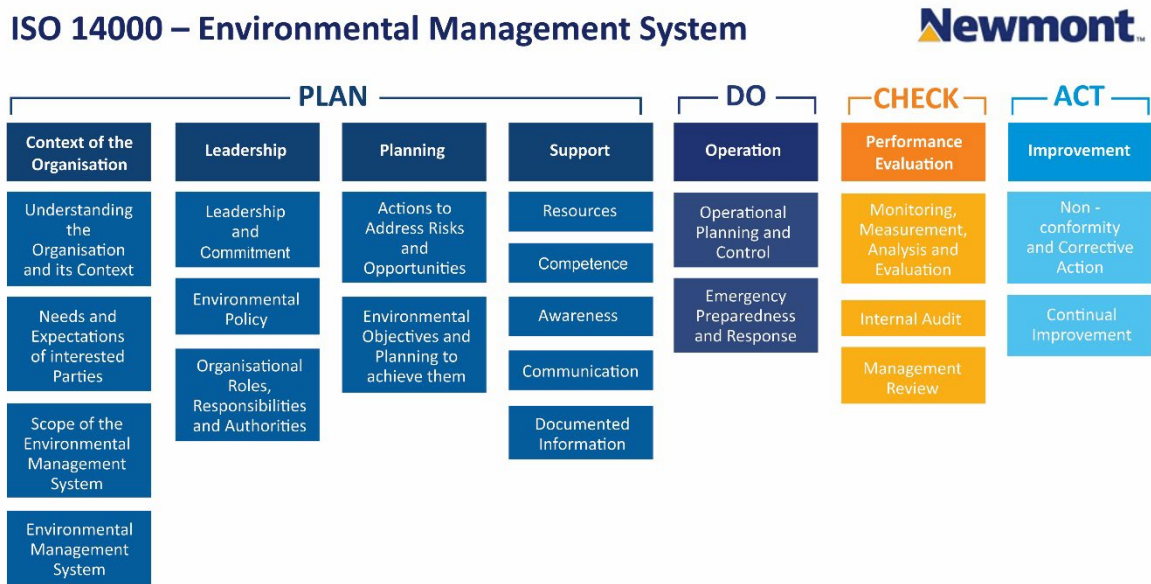


Figure 2-1 ISO 14001:2015 framework used in developing the Cadia EMS.

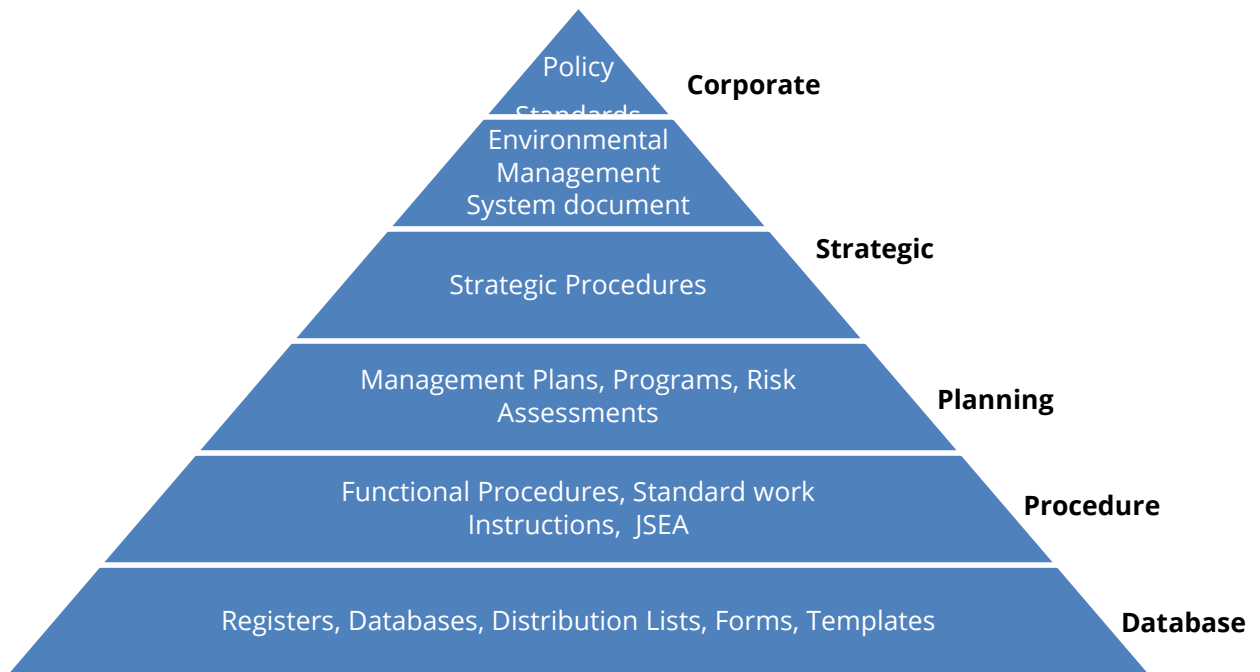


Figure 2-2 High-level EMS document hierarchy.

3 PROJECT STATUTORY APPROVALS

Cadia operates under a range of federal, state and local legislative instruments and associated approvals. A description of approvals applicable to the project is provided in the following sections.

3.1 Commonwealth

Approval for the Cadia East Project (reference number EPBC 2006/3196) under Section 130(1) and 133 of the Commonwealth *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) was granted on 18 February 2010. This approval was obtained as part of a Bilateral Agreement between the Commonwealth and the now DPHI.

The EPBC approval includes seven conditions with respect to listed threatened species and communities. The approval requires Cadia to offset the loss of 23 ha of the White Box-Yellow Box-Blakely's Red gum grassy woodland and derived native grassland ecological community. Cadia's EPBC approval can be accessed via the Commonwealth Department's EPBC Act Public Portal (<https://epbcpportal.awe.gov.au>).

3.2 State

3.2.1 Project Approval (PA06_0295)

The primary approval for Cadia is the Cadia East Project Approval (PA06_0295), obtained under Part 3A, Section 75J of the *Environmental Planning & Assessment Act 1979*. The original consent has been updated to capture the requirements of approved modifications since the original planning approval was issued. The consolidated consent includes conditions pertaining to the original approval and subsequent modifications to the original approval as summarised in **Table 2**. The consolidated consent is available on the company website (www.cadiavalley.com.au).

Table 2: Modifications to the original project approval.

Project Modification	Short Description	Date of Approval
MOD 1	Cadia Hill decline	17 September 2010
MOD 2	Blayney Dewatering Facility	25 October 2010
MOD 3	Concentrate and return water pipeline	9 August 2011
MOD 4	Surface preconditioning program	5 May 2014
MOD 5	Surface blasthole preconditioning program	14 August 2014
MOD 6	Processing rate modification	31 August 2015
MOD 7	Biodiversity offset area modification	4 August 2015
MOD 8	Administrative	28 April 2016
MOD 9	Surface preconditioning and on-site warehouse	21 April 2017
MOD 10	Molybdenum Recovery Plant relocation	12 April 2018
MOD 11	In-pit tailings deposition	20 April 2018
MOD 12	Cadia Hill tailings continuation	24 September 2018
MOD 13	Cadia Hill tailings completion	20 December 2019
MOD 14	Increased processing rate / TSF buttressing	13 December 2021
MOD 15	NTSF and STSF embankment footprint changes, allows Ridgeway underground mine to recommence	31 January 2025
MOD 16	NTSF hydrocyclone sands buttressing	Yet to be approved

MOD 17	Confirmation of Approved Disturbance Footprint	06 February 2026
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3.2.2 Environmental Protection Licence (No. 5590)

EPL No. 5590 was issued under the *Protection of the Environment Operations Act 1997*. Since the original approval, there have been numerous iterations of the EPL. The current version of the EPL is available on the company website (www.cadiavalley.com.au).

3.2.3 Other Approvals, Licences and Permits

A range of other approvals, licences and permits have been obtained for Cadia including:

- Mining leases (ML) issued under the *Mining Act 1992*
- Groundwater bore licences issued under the *Water Act 1912*
- Heritage related approvals and permits
- Water Access Licences (WAL) and Works Approvals issued under the *Water Management Act (2000)*
- Enclosure Permit to allow grazing on Crown land

Information on these other approvals is available on the company website (www.cadiavalley.com.au).

3.3 Local

The following local government approvals have been obtained for Cadia:

- Black Rock Range Subdivision (development consent no. 16/2010) for the biodiversity offset area, issued by Blayney Shire Council in March 2010.
- Development Consent for a Rural Cemetery, Garden of Remembrance, and Interpretive Centre, issued by Blayney Shire Council in August 1999.

Cadia also obtains approvals via local councils for minors works on occasion, for example minor buildings (sheds) and repairs to the local road network. These approvals are located on Cabonne Council Planning Website (<https://www.cabonne.nsw.gov.au/Planning-Development>) and Blayney Council Planning Website (<https://blayney.greenlightopm.com/>).

3.4 Environmental Assessment Commitments

The original environmental assessment prepared for the Cadia East Project included commitments to manage environmental matters identified through the assessment process. The various commitments have been extracted from the environmental assessment and have been used, where appropriate, in developing the EMS.

4 ROLES, RESPONSIBILITIES, AND ACCOUNTABILITIES

The General Manager has overall responsibility for operations at Cadia. This includes an overall responsibility for the environmental and social performance of the operation. The Director Environment and Director Social Performance have direct responsibility for the performance of their operational departments, including the management and control of environmental and community risks.

The Director Environment and Director Social Performance is supported by the Lead Environment and Lead Social Performance. The Lead roles are supported by roles at team lead, advisor, and technician levels across environmental, sustainability and social domains.

The responsibilities and accountabilities associated with key personnel involved in environmental management at Cadia are shown in **Table 3**.

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Table 3: Responsibilities and accountabilities of key personnel.

Step	Task	General Manager	Director Environment	Lead -Environment	Team Lead - Environmental	Team Lead - Environment	Lead - Social Performance	Specialist - Community Engagement	Environmental Advisor	Environmental Technician	Senior Leadership Team	Operational Superintendents
1	Ensure adequate resourcing is available to implement the EMS	C	A	R	I	I	I	I	I	I	C	C
2	Ensure adequate training is available to implement the EMS	C	A	R	C	C	C	C	I	I	C	C
3	Provide leadership regarding EMS implementation and maintenance	C	A	R	C	C	C	C	I	I	C	C
4	Make recommendations regarding EMS effectiveness	I	C	A	R	R	R	R	I	I	I	I
5	Ensure that the EMS reflects Cadia operations and risks	I	A	R	C	C	R	C	I	I	I	I
6	Implementation of EMS procedures and instructions in area of accountability	I	C	A*	R	R	A*	R	C	C	I	I
7	Managing external audit process including responding to outcomes	I	A	R	C	C	I	I	I	I	I	I
8	Carrying out environmental inspections	I	I	A	C	C	I	I	C	C	I	R
9	Performing internal environmental audits	I	I	A	C	C	I	I	R	R	I	I
10	Implementation of environmental monitoring tasks in area of accountability	I	I	A	C	C	I	I	R	R	I	I
11	Reporting including statutory compliance reporting and non-statutory reporting	C	A	R	C	C	R	C	C	C	C	C
12	Reporting and investigation of non-compliances	I	C	A	R	C	C	R	C	C	C	C
13	Applying the EMS to area of accountability	I	A	R	C	C	R	C	I	I	I	I

R: Responsible – person is the individual(s) who completes the task.

A: Accountable – person is the individual(s) who is ultimately answerable for the activity or decision.

C: Consulted – person provides input and feedback on the task being done.

I: Informed – person is provided with information but are not involved in decision making.

*two accountabilities have been assigned as these roles are in different domains and thus have accountability in their particular area.

5 PROCEDURES

The EMS document hierarchy includes seven strategic procedures (developed to align with ISO 14001) that set the requirements for environmental management at Cadia. These strategic procedures reference functional procedures and standard work instructions, developed to guide the management of environmental aspects and impacts at Cadia. These ‘procedure level’ documents (refer **Figure 2-2**) provide specific guidance where legislation or management plans require more detailed explanation or guidance for personnel to perform a task.

A description of the procedures required by the project approval that are implemented at Cadia, and form key elements of the EMS, is provided in **Table 4**.

Table 4: Key EMS procedures required by the Project Approval.

Aspect	Description of procedures and management approach
Stakeholder consultation (informing stakeholders of the environmental performance at Cadia)	<p>Stakeholder communication is a key component of the EMS. Cadia stakeholders have been mapped and there is a process for communicating with them. Established communication procedures include:</p> <ul style="list-style-type: none"> • A regular newsletter to stakeholders. • Cadia website (www.cadiavalley.com.au). • Quarterly Cadia Community Consultative Committee (Cadia CCC) meetings, presentation pack and minutes. • Cadia District Resident Meetings (held as-required). • Project Briefings with Council and Regulatory Agencies. • Distribution of the Annual Review to all key regulatory agencies, local government and the Cadia CCC. • Regular discussions with key regulatory agencies concerning environmental risks, programs, incidents and compliance reports / plans etc. • • Engagement with targeted community groups (held as-required). • One to One or small group meetings to share topical information with stakeholders that have requested information or expressed a concern (held on an ‘as requested’ basis). • Special Interest Group Meetings.
Complaints management	<p>Cadia has established a procedure for responding to community complaints. The procedure outlines the process for recording and addressing community complaints in an appropriate timeframe. Complaints are managed and recorded according to the procedure.</p> <p>A log of complaints and actions taken to address the complaint is kept in a centralised engagement database. A summary of community complaints is:</p> <ul style="list-style-type: none"> • presented to the Cadia Community Consultative Committee on a quarterly basis • presented in the Cadia Annual Review • included in the Cadia District Residents Newsletter • available on the Cadia website (www.cadiavalley.com.au).
Disputes management	<p>A process has been developed for managing disputes between Cadia and a government agency or private landowners.</p> <p>If agreement on the requirements applicable under the project approval cannot be reached between Cadia and the government agency, the matter shall be referred to the Secretary of DPPI. If not resolved by the Secretary, it will then be referred to the Minister for Planning, whose determination of the matter is final and binding.</p> <p>For potential disputes (Sch 3, Condition 7; Sch 3, Condition 15; Sch 3, Condition 24; & Sch 3, Condition 48) between Cadia and a private landowner, if the issue cannot be resolved</p>

Aspect	Description of procedures and management approach
	<p>between the two parties, the matter will be referred to the Secretary of DPPI for resolution. If the matter cannot be resolved within 21 days, the Secretary shall refer the matter to an Independent Dispute Resolution Process as per Appendix 8 of the Project Approval.</p>
<p>Non-compliance management</p>	<p>A procedure where non-compliances are identified from an incident, environmental monitoring, or community complaint, the event is classified as an environmental or community incident then entered and tracked in the centralised incident management system has been prepared. This procedure follows Newmont standards and procedures to investigate incidents and identify corrective actions to prevent reoccurrence and ensure future compliance. Incident and investigation records, including the assigning and tracking of actions is maintained in a centralised incident management system.</p> <p>Where non-compliances are identified from audits or inspections, agreed corrective actions are assigned and tracked through to completion in the centralised incident management system.</p>
<p>Incidents and non-compliance notification</p>	<p>There is a process for notifying the regulator of incidents which meet a certain threshold. This process is defined in the Pollution Incident Response Management Plan (PIRMP), as described in the below aspect.</p> <p>A dedicated procedure exists for the reporting of incidents and non-compliances. This procedure describes the process for immediately notifying the Secretary in writing via the Major Projects website following Cadia becoming aware of an incident (per Sch 5, Condition 5). The written incident notification requirements in Appendix 9 of PA 06_0295 (as referenced in Sch 5, Condition 5) are duplicated in the procedure to provide clarity on the specific requirements following the initial notification to the Secretary.</p> <p>The procedure also describes the process for notifying the Secretary of non-compliances (Sch 5, Condition 5A). The process involves the written notification to the Secretary via the Major Projects website within 7 days of Cadia becoming aware of the non-compliance. The procedure describes the information the notification must include (per Sch 5, Condition 5A) such as the condition of approval the project is not compliant with, the nature and reasons for the non-compliance, and actions to address the non-compliance.</p>
<p>Emergency response and management</p>	<p>To ensure effective emergency response to a reported crisis incident, Cadia has developed Emergency Response procedures for its operations. Each procedure has been developed to address:</p> <p>injury; unplanned explosions; chemical spill / gas release; tailings or water release; entrapment; vehicle accidents; fire / explosions / bushfire / tyre fire; natural disasters; civil disturbances / criminal activity / bomb threats; loss of company records; and falls of ground / inrush.</p> <p>Cadia also has an Emergency Management Plan (EMP). The EMP identifies situations that require an emergency response, including scenarios that may result in an environment or community impact.</p> <p>In accordance with the Environmental Protection Licence, a PPIRMP has been developed and is implemented at Cadia. The PIRMP provides clear instruction on the identification, reporting, escalation, and external reporting of environmental incidents to regulatory and emergency response organisations. The PIRMP classifies incidents as either a level 1 incident (non-emergency, managed by site-based resources) or a level 2 incident (external emergency response and assistance required).</p> <p>The Cadia Crisis and Emergency Management System can be initiated following an emergency or following other events that meet the system activation / severity definition requirements. The Crisis and Emergency Management System assigns roles to key personnel and tracks actions and interactions in a controlled and secure system. The site General Manager is the leader of the system and must initiate (or approve) the initiation of a crisis in the Crisis and Emergency Management System.</p>

6 STRATEGIES, PLANS, PROGRAMS AND MONITORING

6.1 Management Documents

As required by the project approvals, several management plans have been developed. These management plans are used to identify and assign the controls required to manage or mitigate environment and community risks. Included within the Cadia management plans are programs for monitoring (see **Figure 6-1** below) and where appropriate references to the procedures, standard work instructions, and other lower order documents which include details for how to perform a task. The management plans required by the project approvals include:

- Aboriginal Cultural Heritage Management Plan*
- Air Quality and Greenhouse Gas Management Plan*
- Blast Monitoring Program*
- Biodiversity Management Plan*
- Environmental Management Strategy*
- Forward Program[†]
- Historical Heritage Management Plan*
- Noise Management Plan*
- Pollution Incident Response Management Plan[^]
- Rehabilitation Management Plan**
- Rehabilitation Strategy*
- Traffic Management Plan*
- Water Management Plan*

*Plan is required by the Cadia East Project Approval PA06_0295.

[†]Plan is required by ML Conditions.

[^]Plan is required by EPL 5590 Conditions.

The approved versions of the management plans required by the project approvals are published on the Cadia website (www.cadiavalley.com.au).

6.2 Document Revision Process

Cadia has developed a procedure describing the process for the development, review and update of management documents. This procedure ensures that Cadia management documents (strategies, plans and programs) are regularly reviewed and where appropriate updated to ensure that they remain current. The procedure includes sufficient detail to satisfy the requirements of Sch 5, Condition 3 of PA 06_0295.

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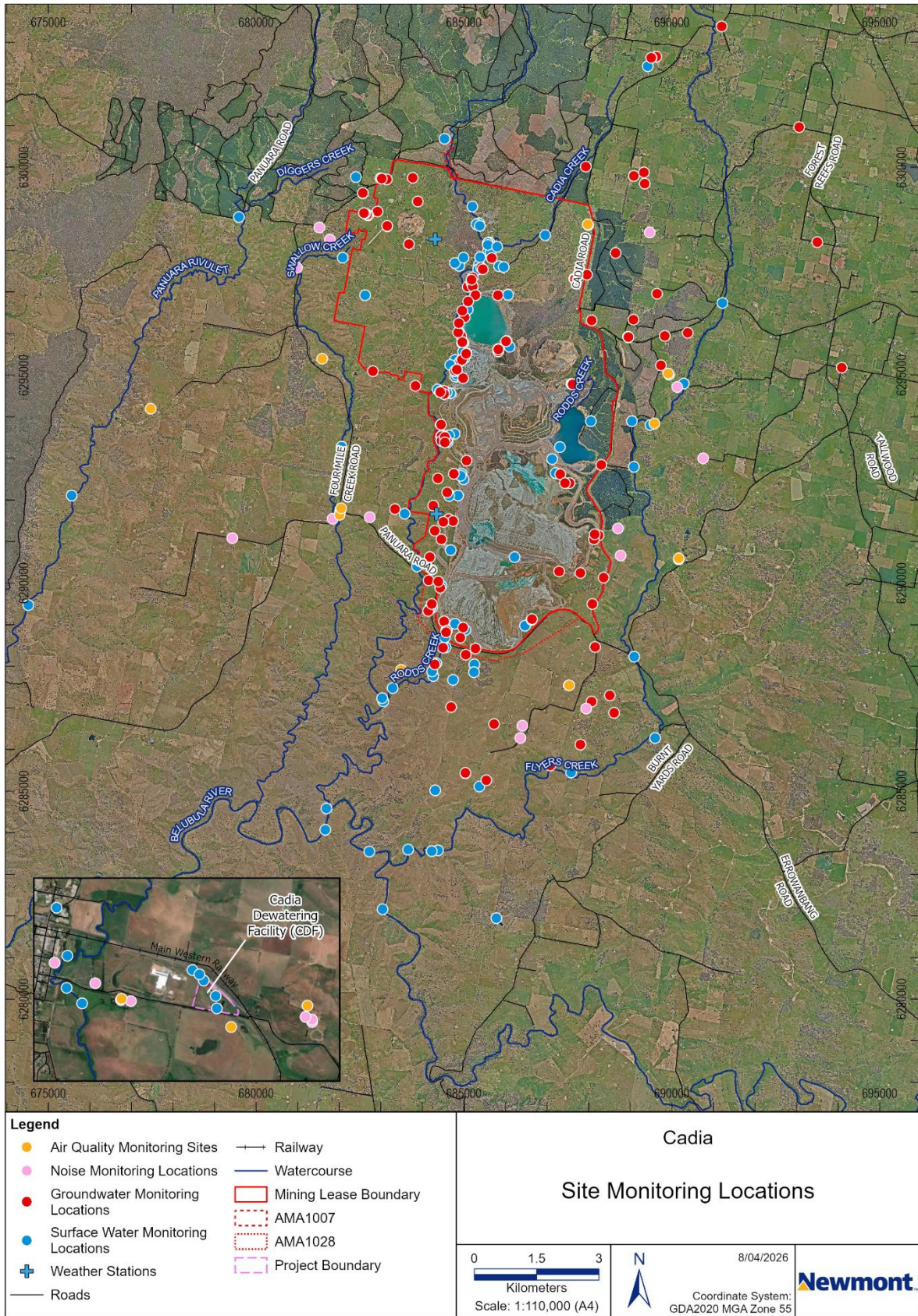


Figure 6-1 Monitoring Locations