

ELAINE J. DORWARD-KING, Ph.D.

Newmont Mining Corporation

EXECUTIVE SUMMARY

Senior Executive with 25 years of leadership and management experience in strategy development and implementation of sustainable development, safety, health and environmental risk management for the mining, chemical/agricultural and engineering industries. Combines strong business judgment, financial acumen and enterprise risk management experience in leading large, domestic and international business units with full P&L accountability. Leads culturally and functionally diverse teams in solving complex problems while moving strategic vision and change initiatives into ongoing practice. Acknowledged for expertise advancing both sustainable development and business objectives with an approach that respects differing cultures in operating communities across a global footprint. Noted for inclusive leadership, which engenders trust and commitment while improving diversity, talent development, retention and performance. Able to identify geo-political and cultural trends that could affect business strategy.

BOARD EXPERIENCE

<i>Executive Leadership Team</i> , Newmont Mining Corporation, Denver, CO Attend all Board meetings	2013 - Present
<i>Board of Directors</i> , Resources for the Future, Washington, D.C.	2013 - Present
<i>Board of Directors</i> , Project WET, Bozeman, MT Global non-profit providing water education for teachers.	2010 - Present
<i>Deputy Chair, Board of Directors</i> , Trade & Investment KwaZulu-Natal Public entity in the province of KwaZulu-Natal, South Africa	2012 - 2013
<i>Board of Directors</i> , Rossing Uranium, Limited, Swakopmund, Namibia	2007 - 2010
<i>Secretary to Board Safety & Sustainability Committee</i> , Rio Tinto, plc, London, UK	2002 - 2010
<i>Science Advisory Board</i> , The Institute of Environmental & Human Health, Texas Tech University, Lubbock, TX	2000 - 2012
<i>Executive Committee, Board of Scientific Counselors</i> , US EPA Office of Research & Development, Washington, DC	2000 - 2004
<i>President, North America</i> , Society of Environmental Toxicology & Chemistry, Pensacola, FL <i>Delegate, World Council</i> , 2004-2006 <i>North America Board</i> , 1995 - 2000 <i>Member</i> , 1984 - Present	1999

PROFESSIONAL EXPERIENCE

NEWMONT MINING CORPORATION, Greenwood Village, CO One of the world's leading gold producers with operations in 5 countries and a market cap of \$18B. <i>Executive Vice President, Sustainability and External Relations</i> <i>Member, Executive Leadership Team (ELT)</i>	2013 - Present
<ul style="list-style-type: none">Leads the development and implementation of strategy, policy and standards across the company in the areas of environment, social responsibility, community relations, external affairs, government relations and communications.One of four ELT members on Investment Committee (capital investments approval)	

- Ensures effective management of environmental, political, and social risk to safeguard global business strategy and reputation.
- Led effort between Newmont, federal and State of Nevada natural resource agencies to create historic conservation agreement (1.5 million acres) to enhance biodiversity and protect Newmont's long-term business interests.

RIO TINTO, London, UK and Melbourne, Australia

1992 – 2013

One of the world's largest diversified producers of metals and minerals.

Managing Director, Richards Bay Minerals, a subsidiary of Rio Tinto, 2011 – 2013

KwaZulu-Natal, South Africa

Directed the operational and financial performance of Richards Bay Minerals (RBM), one of the world's largest producers of mineral sands products including titanium dioxide feedstock, zircon, rutile and high-grade iron. Operations conducted 24/7 with 4000 employees and contractors and annual revenue of \$1B.

- Increased RBM's reputation as a reliable supplier in the global marketplace and as an employer of choice in KwaZulu-Natal, South Africa.
- Led efforts to advance world-class coastal dune forest rehabilitation program for which RBM is recognized globally as a biodiversity leader.
- Reinforced the long-term demonstrated commitment to community engagement and local economic development through active involvement with government and traditional leaders.

Global Head Health, Safety and Environment, London, UK, 2002 – 2010

Led the global environment, health and safety policy, standards and systems, including enterprise level risk management.

- Led a major directional change in Rio Tinto from a reactive issue-driven approach to health, safety and environment to a proactive and strategic risk based approach.
- Successfully advanced a broad suite of social and environmental risk management strategies by influencing senior leaders and peers to adopt new approaches and methods. Results:
 - 70% reduction in injury frequency rates
 - Lower fatality incident rate
 - Significant improvements in process safety management awareness and practice
 - Improved occupational health results including an 80% reduction of new cases of occupational illness
 - Fewer environmental incidents
- This new approach delivered a highly respected industry position for the company reinforcing reputation, protecting operational stability, and enabling growth.
- Developed and implemented strategies to improve biodiversity, water stewardship and respond to the HIV/AIDS epidemic.

Global Executive Environment, Health & Safety, Rio Tinto Borax, Boron, CA, 2000 - 2002

World's largest producer of borate minerals.

- Directed environment, health and safety matters worldwide, including management of substantial regulatory challenges.
- Launched and led the pilot program for sustainable development across the Rio Tinto Group, which led to practical implementation approach and communication strategy for employees.
- As a recognized strategic leader in the sustainable development arena, invited to become a member of the California Environmental Dialogue, a multi-sector forum between industry, government and NGOs. Candid discussion of policy challenges facing California focused on the rapidly changing population demographics and impact on community stability and environmental resources.

Principal Advisor Environment, Rio Tinto, plc., London, UK, 1998 – 2000

- Provided technical expertise in ecotoxicology and environmental risk assessment for global operations and represented Rio Tinto in scientific and industry organizations.
- Supported operations worldwide on policy and practice for natural resource conservation.
- Drove early product stewardship programs in the Group to protect market access for copper and other materials.

Principal Advisor Environment, Rio Tinto, plc., Continued:

- Served as President of the Society of Environment Toxicology and Chemistry for one year, following 4 years on the Board and as the second female president of SETAC in 25 years.
 - Led the transition of SETAC to a more global and more diverse organization and advanced focus on the transport, fate, and toxicity of metals in the environment.
- Contributed to the development of a strong and credible science program at the International Copper Association, which today works with academic and government scientists to understand the role of copper in human health and its effects in the environment.

Director, Environmental Affairs, Kennecott Utah Copper Corporation (KUCC), 1995 – 1997
Salt Lake City, UT

Led the Environmental Affairs Department with 50 staff and managed ongoing multi-million dollar remedial investigation and planning programs with approximately 250 employees and contractors.

- Ensured compliance with federal, state and local regulatory requirements for one of Rio Tinto's largest mining and smelting operations.
- The large footprint of KUCC and proximity to local communities presented challenges in balancing obligations to the environment and the needs of people.
- Developed creative and successful solutions to these challenges by working with local government, academia, and citizen leaders, among others.
 - Met the needs of a diverse group of stakeholders through creative management of the local elk herd using both relocation and hunting.

Director, Environmental Science, Kennecott Corporation, 1992 - 1995

Developed and launched human and ecological risk assessment programs. Worked with federal and state government scientists to understand human health and ecological risk issues and recommended and oversaw the research needed to fill data gaps related to the toxicology, bioavailability, environmental fate, and safety of metals in the environment.

- Played a key role in the successful defense of the proposed listing of KUCC as a US EPA Superfund site, avoiding significant cost and reputational damage to the company.
 - Reached an agreement, which set the stage for the cleanup and remediation of soils contaminated with historic mining wastes in a manner that was both cost effective and less intrusive to local people.
- Worked with leading academic experts to develop and conduct the largest blood lead and urine arsenic study in humans ever done at a mining site.
 - Project depended on and received consistent and honest engagement with the community. Results contributed to the current understanding of lead bioavailability and led to the successful remediation decision for KUCC.

EBASCO ENVIRONMENTAL, Seattle, WA

1991 – 1992

Manager, Ecological Risk Assessment

Provided project management, toxicology and chemistry data analysis and interpretation, and ecological risk assessment for diverse projects and clients, including significant CERCLA and FIFRA work.

MONSANTO COMPANY, St. Louis, MO 1984 - 1990
Senior Registration Specialist, Environmental and Public Affairs, 1989 - 1990
 Managed the expectations and relationships of a broad range of interested parties, including Monsanto commercial managers, US EPA registration managers, and Monsanto leaders and scientists.
Animal Sciences Division, 1984 - 1988
Research Specialist, 1986 - 1988
Senior Research Chemist, 1984 - 1986

AWARDS & HONORS

100 Most Inspirational Women in Mining	2014 & 2016
World Economic Forum Global Agenda Council on Gender Parity	2014 - 2015
Visiting Scholar, Queens University, Kingston, Ontario	February 1997
Monsanto Achievement Awards:	
Outstanding Performance - Completion of Triallate Phase III Re-registration	1990
Outstanding Performance & Significant Contribution to Monsanto Agricultural Company, People and Climate	1989
Significant Scientific Contribution - Biotechnology Research & Development	1987
Post-Doctoral Fellowship (declined), Oak Ridge National Laboratory	1984
Colorado Graduate Fellowship, Colorado State University, Fort Collins, CO	1981 - 1982
Maryville College, Maryville, Tennessee	1976 - 1979
Undergraduate Awards for Academic Excellence: 2	
Awards For Excellence in Chemistry: 3	
National Science Foundation Undergraduate Research Award, Savannah River Ecology Laboratory, South Carolina	1978

PROFESSIONAL AFFILIATIONS

Sigma Xi, Honorary Scientific Society	1984 - Present
American Chemical Society, Washington, DC Committee Chair, St. Louis Section, 1988 -1989	1977 - 2013
Trustee, Toxicology Excellence in Risk Assessment (TERA), Cincinnati, Ohio	2001 - 2004
Scientific Advisory Panel, Center for Ecological Health, University of California at Davis, Davis, CA	1998 - 2001
Science Advisory Committee, The Institute of Wildlife & Environmental Toxicology, Clemson University, Clemson, SC	1996 - 1997

EDUCATION & TRAINING

Harvard Business School, Women on Boards: Succeeding as a Corporate Director	2017
Numerous leadership development programs: Rio Tinto and Monsanto	
Rio Tinto Strategic Development Program, London Business School of Economics	2007
Ph.D., Analytical Chemistry, Colorado State University , Fort Collins, Colorado	1984
Bachelor of Science, magna cum laude, Maryville College , Maryville, Tennessee	1979

PUBLICATIONS

Peer Reviewed Scientific Papers: 9
 Contributor or Editor, Environmental Science Books: 5
 Internal Reports within Monsanto or the Rio Tinto Group: 55+
 Invited and Submitted Sustainable Development and Technical Presentations: Numerous