

Barrick Gold Corporation

2016 GRI Content Index

# Advancing Together



**BARRICK**





## Cautionary Statement on Forward Looking Information

Certain information contained or incorporated by reference in this document, including any information as to our economic contributions, sustainability strategy and vision, projects, plans, or future financial or operating performance, constitutes “forward-looking statements”. All statements, other than statements of historical fact, are forward-looking statements. The words “believes”, “expect”, “target”, “plan”, “objective”, “goal”, “aspires”, “aim”, “project”, “anticipate”, “intend”, “continue”, “estimate”, “potential”, “may”, “will”, “can”, “could”, “should”, “would”, and similar expressions identify forward-looking statements. In particular, this document contains forward-looking statements including, without limitation, with respect to (i) Barrick’s social and economic development contributions; (ii) Barrick’s corporate social responsibility (including sustainable development, community relations and security matters), and human rights programs, policies and performance; (iii) the estimated timing to achieve environmental, social and energy reduction targets; (iv) projected capital, operating and exploration expenditures; (v) joint ventures and partnerships; (vi) the expected time of closing of certain announced transactions; (vii) production rates; and (viii) expectations regarding future performance and other outlook or guidance.

Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by the Company as at the date of this document in light of management’s experience and perception of current conditions and expected developments, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Known and unknown factors could cause actual results to differ materially from those projected in the forward-looking statements, and undue reliance should not be placed on such statements and information. Such factors include, but are not limited to: changes in national and local government legislation, taxation, controls or regulations, and/or changes in the administration of laws, policies, and practices, expropriation or nationalization of property and political or economic developments in Canada, the United States, and other jurisdictions in which the Company does or may carry on business in the future; damage to the Company’s reputation due to the actual or perceived occurrence of any number of events, including negative publicity with respect to the Company’s handling of environmental matters or dealings with community groups, whether true or not; availability and increased costs associated with mining inputs and labor; risk of loss due to acts of war, terrorism, sabotage and civil disturbances; litigation; contests over title to properties, particularly title to undeveloped properties, or over access to water, power and other required infrastructure; risks associated with working with partners in jointly controlled assets; employee relations; the risk that previously announced transactions may not close when planned or at all, or on the terms and conditions originally agreed; the benefits expected from transactions being realized; our ability to successfully integrate acquisitions or complete divestitures; risks associated with the implementation of Barrick’s digital transformation initiative; increased costs and risks related to the potential impact of climate change; fluctuations in the spot and forward price of gold, copper, or certain other commodities (such as silver, diesel fuel, natural gas, and electricity); the speculative nature of mineral exploration and development; changes in mineral production performance, exploitation, and exploration successes; diminishing quantities or grades of reserves; increased costs, delays, suspensions, and technical challenges associated with the construction of capital projects; operating or technical difficulties in connection with mining or development activities, including geotechnical challenges, and disruptions in the maintenance or provision of required infrastructure and information technology systems; failure to comply with environmental and health and safety laws and regulations; timing of receipt of, or failure to comply with, necessary permits and approvals; uncertainty whether some or all of the Best-in-Class initiatives and targeted investments and projects will meet the Company’s capital allocation objectives; and business opportunities that may be presented to, or pursued by, the Company. In addition, there are risks and hazards associated with the business of mineral exploration, development and mining, including environmental hazards, industrial accidents, unusual or unexpected formations, pressures, cave-ins, flooding and gold bullion, copper cathode or gold or copper concentrate losses (and the risk of inadequate insurance, or inability to obtain insurance, to cover these risks).

Many of these uncertainties and contingencies can affect our actual results and could cause actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, us. Readers are cautioned that forward-looking statements are not guarantees of future performance. All of the forward-looking statements made in this document are qualified by these cautionary statements. Specific reference is made to the most recent Form 40-F/Annual Information Form on file with the SEC and Canadian provincial securities regulatory authorities for a more detailed discussion of some of the factors underlying forward-looking statements and the risks that may affect Barrick’s ability to achieve the expectations set forth in the forward-looking statements contained in this document.

The Company disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except as required by applicable law.

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# About This Report

Barrick believes that transparency – whether through disclosing payments to governments, reporting on our energy and water use, voluntarily opening ourselves to third-party scrutiny, or otherwise – is integral to our partnership culture.

We have produced this GRI Content Index to provide interested stakeholders with a snapshot of our sustainability performance and progress as of December 31st, 2016. This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. It contains all the relevant sustainability-related information on which Barrick reports and is organized in accordance with the applicable GRI Disclosures and Topics. It also refers to the relevant sustainability reporting requirements for the annual United Nations Global compact

(UNGC) Communication on Progress and the Sustainable Development Principles from the International Council on Mining and Metals (ICMM).

This Index complements Barrick’s online Responsibility Report, where we provide regular updates on our sustainability performance and progress. This report is available at [www.barrick.com/responsibility](http://www.barrick.com/responsibility).

LEGEND	
<b>C</b>	GRI Standard Core Indicator
<b>▲</b>	Material Issue – High Priority
<b>■</b>	Material Issue – Medium Priority
<b>●</b>	Fully Reported
<b>○</b>	Partially Reported
<b>UNGC</b>	<b>United Nations Global Compact Principles</b>
<b>ICMM</b>	<b>International Council on Mining and Metals – 10 Principles of Sustainable Development</b>
<b>AIF</b>	Annual Information Form
<b>AIC</b>	Annual Information Circular

# Barrick Gold Corporation United Nations Global Compact Communication on Progress 2016

Barrick has long been committed to the principles articulated in the United Nations Global Compact (UNGC). We have been proud signatories to this international voluntary initiative since 2005. Barrick continues to integrate best practices in human rights, labor standards, community relations, environment, and anti-corruption into its culture and day-to-day operations. For the past nine years, Barrick has been ranked as a world leader in social and environmental responsibility by the Dow Jones Sustainability World Index, and has been part of the North America Index since 2007.

The following Communication on Progress provides an overview of Barrick's key achievements in 2016 and objectives for 2017, aligned with the UNGC principles and the indicators corresponding to the GRI Sustainability Reporting Standards. As Barrick is a member of the ICMM, Barrick has also linked this annual update with ICMM's Sustainable Development principles.

We hope you will find this Communication on Progress informative and invite you to view the Barrick website, our annual Responsibility Report, and the Beyond Borders stakeholder publications for further detailed information on the Company's commitment to corporate social responsibility and the principles of the UNGC.

**Kelvin Dushnisky**  
President



	<b>GRI</b>	<b>General Disclosures</b>			
	<b>102</b>	<b>Organizational Profile</b>			
<b>102-1</b>	Name of the organization	AIF p. 9	ICMM	UNGC	
Barrick Gold Corporation					
<b>102-2</b>	Activities, brands, products, and services	AIF p. 12	ICMM	UNGC	
Barrick's principle products and sources of earnings are gold and copper					
<b>102-3</b>	Location of headquarters	AIF p. 9	ICMM	UNGC	
Barrick's head and registered office is located at: Brookfield Place, TD Canada Trust Tower 161 Bay Street, Suite 3700 Toronto, Ontario, M4J 2S1 Canada					
<b>102-4</b>	Location of operations	AIF p. 10	ICMM	UNGC	
Barrick has operating mines or projects in 7 countries covered in this Responsibility Report: Canada, the United States, the Dominican Republic, Peru, Chile, Argentina, Zambia.					
<b>102-5</b>	Ownership and legal form	AIF p. 9	ICMM	UNGC	
Barrick is a corporation owned by shareholders.					
<b>102-6</b>	Markets served	AIF p. 35-36	ICMM	UNGC	
Gold can be readily sold on numerous markets throughout the world. Governments, central banks and other official institutions hold significant quantities of gold as a component of exchange reserves. Since there are a large number of available gold purchasers, Barrick is not dependent upon the sale of gold to any one customer.  At the Lumwana mine, copper concentrate is sold to Zambian smelters. Since there are a large number of available copper cathode and copper concentrate purchasers, Barrick is not dependent upon the sale of copper to any one customer.					
<b>102-7</b>	Scale of the organization	Annual Report p. 151	ICMM	UNGC	
<p><b>Total number of employees:</b> 11,205 (Barrick-operated sites)</p> <p><b>Total number of operations:</b> Barrick's business is organized into operating segments for financial reporting purposes, comprising 13 individual mine sites, one publicly traded company (Acacia Mining plc) and one project (Pascua-Lama). In the 2016 Responsibility Report, only Barrick-operated sites are reported. For more information, please see Disclosure 102-45.</p> <p><b>Revenue:</b> \$8.558 billion</p> <p><b>Total Capitalization:</b> Total Debt \$7.9 billion; Total Equity \$10.313 billion</p> <p><b>Quantity of Products:</b> 5.517 million ounces of gold and 415 million pounds of copper</p>					

102-8	Workforce	Employee Development	ICMM	UNGC					
			6						
<b>WORKFORCE COMPOSITION – 2016</b>									
	EMPLOYEES			CONTRACTORS			TOTAL WORKFORCE		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<b>BARRICK TOTAL</b>	<b>9,939</b>	<b>1,266</b>	<b>11,205</b>	<b>n/a</b>	<b>n/a</b>	<b>11,178</b>	<b>n/a</b>	<b>n/a</b>	<b>22,383</b>
	<b>89%</b>	<b>11%</b>		<b>n/a</b>	<b>n/a</b>		<b>n/a</b>	<b>n/a</b>	
<b>ARGENTINA</b>	1,313	62	1,375	2,546	63	2,609	3,859	125	3,984
	95%	5%		98%	2%		97%	3%	
<b>CANADA</b>	611	136	747	192	8	200	803	144	947
	82%	18%		96%	4%		85%	15%	
<b>CHILE</b>	211	40	251	1,250	102	1,352	1,461	142	1,603
	84%	16%		92%	8%		91%	9%	
<b>DOMINICAN REPUBLIC</b>	1,846	237	2,083	n/a	n/a	2,108	n/a	n/a	4,191
	89%	11%		n/a	n/a		n/a	n/a	
<b>PERU</b>	1,190	105	1,295	2,022	125	2,147	3,212	230	3,442
	92%	8%		94%	6%		93%	7%	
<b>UNITED STATES</b>	3,260	501	3,761	n/a	n/a	675	n/a	n/a	4,436
	87%	13%		n/a	n/a		n/a	n/a	
<b>ZAMBIA</b>	1,508	185	1,693	1,816	271	2,087	3,324	456	3,780
	89%	11%		87%	13%		88%	12%	
<b>EMPLOYEES BY GENDER AND EMPLOYMENT TYPE – 2016</b>									
				<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>			
<b>FULL-TIME</b>				1,175	9,072	10,247			
				11.5%	88.5%				
<b>PART-TIME</b>				5	36	41			
				12.2%	87.8%				
<b>FIXED TERM FULL-TIME</b>				82	803	885			
				9.3%	90.7%				
<b>FIXED TERM PART-TIME</b>				4	28	32			
				12.5%	87.5%				
<b>CASUAL</b>				0	0	0			
				0.0%	0.0%				
<b>BARRICK TOTAL</b>				<b>1,266</b>	<b>9,939</b>	<b>11,205</b>			
102-9	Supply Chain	Supply Chain	ICMM	UNGC					
			9						
Barrick's Supply Chain function purchases, stores and delivers \$3.5-4.5 billion annually in supplies, equipment, and services to Barrick's mines and offices. The group sources products ranging from diesel fuel and chemical reagents to IT equipment and haul trucks from more than 20,000 vendors worldwide.									



102-10	Significant Changes	AIF p. 13-14	ICMM	UNGC	
	<p>Barrick’s strategy is focused on growing free cash flow per share over the long term by maintaining and growing margins, which are increasingly driven by innovation and digital transformation; managing its portfolio and allocating capital with discipline and rigor; and leveraging the Company’s distinctive partnership culture as a competitive advantage.</p> <p>Capital allocation decisions are evaluated against the Company’s 15% hurdle rate. As part of this strategy, the Company’s capital allocation options, including returns to shareholders, organic investment, acquisitions, and other expenditures are ranked and prioritized against Barrick’s key objectives, including generating returns to shareholders, reducing costs, strengthening Barrick’s balance sheet, optimizing Barrick’s asset portfolio by divesting assets that do not meet the Company’s return criteria and investing in assets that do, and reducing geopolitical risk. Barrick intends to reduce its total debt by \$2.9 billion, to \$5 billion, by the end of 2018, half of which is targeted to be reduced in 2017, which it expects to achieve by using cash flow from operations, selling additional assets, and creating new joint ventures and partnerships.</p> <p>Through its Best-in-Class approach, Barrick pursues attractive margins by continuously improving the productivity and efficiency of existing systems and operations. The Company simultaneously pursues step changes in performance by re-designing those systems and introducing new technologies.</p> <p>In 2016, Barrick announced a new partnership with Cisco to drive Barrick’s digital transformation. Working with Cisco and other technology partners, Barrick has begun to develop its flagship digital operation at the Cortez mine in Nevada, embedding digital technology throughout the mine. This transformation is intended to improve not only productivity and efficiency, but also environmental and safety performance, which will allow Barrick to build and maintain greater trust with communities, governments, non-governmental organizations, and other partners. In 2017, Barrick intends to expand digital solutions to other Barrick operations, starting at Veladero, with a focus on digital environmental management systems.</p> <p>Through a combination of acquisitions and its exploration program, Barrick has several projects at varying stages of development. The Company has completed a feasibility</p>	<p>study at the Turquoise Ridge mine and is advancing feasibility studies on three other projects that have the potential to replace or accelerate gold production, one at each of the Cortez property, Goldrush project and Lagunas Norte mine. In 2017, Barrick initiated a prefeasibility study to evaluate the construction of an underground mine at the Pascua-Lama project. Barrick also expects to complete a scoping study at the Alturas project in Chile in 2017. All of Barrick’s projects are evaluated against the Company’s 15% hurdle rate, using a long-term gold price of \$1,200 per ounce, as they advance through each stage of the development process. They are then ranked, prioritized, and sequenced to optimize capital spending over time, allowing Barrick to anticipate and plan for funding requirements. Capital estimates contained within prefeasibility studies may increase or decrease as a result of changes incorporated at the feasibility study stage. For 2017, subject to permitting and other matters, the timing of which are not in Barrick’s control, Barrick expects to spend approximately \$250 to \$300 million of its total capital expenditures on projects, as compared to \$145 million in 2016.</p> <p>Barrick also carried out the following initiatives in 2014, 2015 and 2016 to strengthen its balance sheet:</p> <ul style="list-style-type: none"> <li>On January 31, 2014, Barrick completed the sale of its Plutonic mine in Australia for total cash consideration of A\$25 million. On March 1, 2014, Barrick completed the sale of its Kanowna mine in Australia for total cash consideration of A\$75 million, subject to certain closing adjustments. On March 11, 2014, Barrick completed the divestment of a portion of its equity interest in Acacia, raising gross proceeds of \$186 million. Following this partial divestment, Barrick’s equity interest in Acacia was reduced from 73.9% to 63.9%. On April 4, 2014, the Company completed the sale of its minority interest in the Marigold mine in Nevada for total cash consideration of \$86 million. On December 3, 2014, Barrick formed a joint venture with Saudi Arabian Mining Company (“Ma’aden”), which is 50% owned by the Saudi Arabian government, to operate the Jabal Sayid mine. Ma’aden acquired its 50% interest in Ma’aden Barrick Copper Company, the joint venture company established to hold the Jabal Sayid mine, for cash consideration of \$216 million.</li> </ul>			



- In 2015, Barrick reduced its total debt by \$3.1 billion, exceeding an original debt reduction target of \$3 billion for the year, through a combination of normal course repayments and early debt retirements. Barrick completed the following transactions in 2015 as part of this debt reduction strategy. On July 23, 2015, Barrick completed the sale of the Cowal mine in Australia for cash consideration of \$550 million. On August 31, 2015, Barrick completed the sale of 50% of its interest in the Porgera mine in Papua New Guinea to Zijin Mining Group Company for cash consideration of \$298 million. On September 29, 2015, Barrick closed a gold and silver streaming transaction with Royal Gold, Inc. (“Royal Gold”) for production linked to Barrick’s 60% interest in the Pueblo Viejo mine in the Dominican Republic. Royal Gold made an upfront cash payment of \$610 million and will continue to make cash payments for gold and silver delivered under the agreement. On December 1, 2015, Barrick completed the sale of 50% of its Zaldívar copper mine in Chile to Antofagasta plc. In August 2016, Barrick

finalized the working capital adjustments resulting in final consideration of \$950 million. On December 17, 2015, Barrick completed the sale of the Ruby Hill mine and Barrick’s 70% interest in the Spring Valley project, both in Nevada, to Waterton Precious Metals Fund II Cayman, LP for cash consideration of \$110 million.

- In 2016, Barrick reduced its total debt by \$2.04 billion, or 20%, from \$9.97 billion to \$7.93 billion, exceeding its original target of \$2 billion, through a combination of normal course repayments and early debt retirements, including completion of two cash tender offers. On January 11, 2016, Barrick completed the sale of the Bald Mountain mine and its 50% interest in the Round Mountain mine, both in Nevada, to Kinross Gold Corporation (“Kinross”) for cash consideration of \$610 million, subject to certain closing adjustments.

In 2016, the Company removed the following non-core properties from its reportable operating segments: Porgera, Kalgoorlie, Zaldívar, and Lumwana.

102-11	Precautionary Approach		ICMM 2	UNG 7	
<p>Since there may be significant impacts to the environment due to our operations, Barrick is committed to using a precautionary approach throughout the life of a mine. When contemplating changes to mine plans we first assess potential environmental impacts, and then evaluate how to avoid, control or mitigate these impacts, even when there is a lack of scientific certainty as to the likelihood or magnitude of the impacts.</p>					
102-12	External Initiatives	External Commitments	ICMM 1 2	UNG 8	
ORGANIZATION	DATE OF ADOPTION / MEMBERSHIP	FOCUS			
BSR	2007	BSR is a U.S.-based, not-for-profit organization focused on sustainability and business. BSR works with its global network of more than 250 member companies to develop sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. Barrick is part of the Human Rights working group at BSR.			
CARBON PRICING LEADERSHIP COALITION	2016	The Carbon Pricing Leadership Coalition is an international, voluntary partnership between businesses, governments, and civil society organizations. The Coalition aims to strengthen carbon pricing policies, facilitate the integration of existing carbon pricing policies, and provide platforms for carbon pricing discussion and collaboration.			



<b>CDP (CARBON DISCLOSURE PROJECT)</b>	2005	The CDP is an independent not-for-profit organization holding the largest database of primary corporate climate change information in the world. Thousands of organizations from across the world's major economies measure and disclose their greenhouse gas emissions and climate change strategies through CDP; and now water management strategies through CDP-Water Disclosure.
<b>DEVONSHIRE INITIATIVE</b>	2007	The DI is a forum for leading Canadian international development NGOs and mining companies to come together in response to the emerging social agenda surrounding mining and community development. Members believe that a collaborative presence between the Canadian private sector and NGOs in emerging markets can be a force for positive change. The ultimate objective of the (DI) is improved social and community development outcomes wherever Canadian mining companies operate overseas.
<b>EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE</b>	2006	The EITI is a coalition of governments, companies, civil society groups, investors and international organizations. It supports improved governance in resource-rich countries by the verification and full publication of company payments and government revenues from oil, gas and mining.
<b>GLOBAL REPORTING INITIATIVE</b>	2005	GRI developed the world's most widely used sustainability reporting framework. The framework sets out the principles and indicators that organizations can use to measure their economic, environmental and social performance.
<b>INTERNATIONAL COUNCIL ON MINING &amp; METALS</b>	2006	The ICMM was formed by the world's leading mining companies. ICMM members believe that by acting collectively the mining, minerals and metals industry can best ensure its continued access to land, capital and markets as well as build trust and respect by demonstrating its ability to contribute successfully to sustainable development. As members we are committed to implementing the ICMM Sustainable Development Framework.
<b>INTERNATIONAL CYANIDE MANAGEMENT CODE</b>	2005	The "International Cyanide Management Code For The Manufacture, Transport and Use of Cyanide In The Production of Gold" (the Code) is a voluntary program for the gold mining industry to promote responsible management of cyanide use in gold mining, enhance the protection of human health, and reduce the potential for environmental impacts. Companies that become signatories to the Code must have their operations audited by an independent third party to demonstrate their compliance with the Code.
<b>INTERNATIONAL NETWORK FOR ACID PREVENTION</b>	1998	Acid drainage is one of the most serious and potentially enduring environmental problems for the mining industry. Left unchecked, it can result in such long-term water quality impacts that it could well be this industry's most harmful legacy. Effectively dealing with acid drainage is a formidable challenge for which no global solutions currently exist. INAP is an industry group created to help meet this challenge.

<b>TRACE INTERNATIONAL INC.</b>	2011	Trace International Inc. is a non-profit membership association that pools resources to provide practical and cost effective anti-bribery compliance solutions for multi-national companies and their commercial intermediaries.						
<b>UNITED NATIONS GLOBAL COMPACT</b>	2005	The UN Global Compact provides a framework for businesses to align their operations and strategies with 10 universally accepted Principles in the areas of human rights, labour, the environment and anti-corruption.						
<b>GLOBAL COMPACT NETWORK CANADA</b>	2013	The Global Compact Network Canada (GCNC) is the local network chapter of the United Nations Global Compact. As the 101st local network of the UN Global Compact, the GCNC supports Canadian signatories (both Canadian firms and subsidiaries of global signatories) in the implementation of the Ten Principles, while facilitating and creating opportunities for multi-sectoral and multi-stakeholder collaboration.						
<b>VOLUNTARY PRINCIPLES ON SECURITY AND HUMAN RIGHTS</b>	2010	The Voluntary Principles were developed out of a multi-stakeholder process involving companies and NGOs as a means of providing guidance to companies in the extractive sector on maintaining the security of their operations in a manner that respects human rights and fundamental freedoms.						
<b>WORLD GOLD COUNCIL</b>	1987	The World Gold Council is the market development organisation for the gold industry. Working within the investment, jewellery and technology sectors, as well as engaging in government affairs, its purpose is to provide industry leadership, whilst stimulating and sustaining demand for gold.						
<b>102-13</b>	<b>Membership of Associations</b>	<table border="1"> <tr> <td><b>Government Affairs</b></td> <td>ICMM</td> <td>UNGC</td> </tr> <tr> <td></td> <td>2 10</td> <td>8 9</td> </tr> </table>	<b>Government Affairs</b>	ICMM	UNGC		2 10	8 9
<b>Government Affairs</b>	ICMM	UNGC						
	2 10	8 9						
<p>Industry associations Barrick is a member of (national and international) include the following:</p> <table border="0"> <tr> <td> <ul style="list-style-type: none"> <li>• Cámara Argentina de Empresarios Mineros (Argentina)</li> <li>• Cámara Minera de San Juan (San Juan, Argentina)</li> <li>• Cámara Minera y Petrolera de la República Dominicana (Dominican Republic)</li> <li>• Consejo Minero (Chile)</li> <li>• Chamber of Mines (Zambia)</li> <li>• International Council on Mining and Metals</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Mining Association of Canada (Canada)</li> <li>• Nevada Mining Association (Nevada)</li> <li>• Prospectors and Developers Association of Canada (Canada)</li> <li>• Sociedad Nacional de Minería (Chile)</li> <li>• Sociedad Nacional de Minería, Petróleo y Energía (Peru)</li> <li>• World Gold Council</li> </ul> </td> </tr> </table>			<ul style="list-style-type: none"> <li>• Cámara Argentina de Empresarios Mineros (Argentina)</li> <li>• Cámara Minera de San Juan (San Juan, Argentina)</li> <li>• Cámara Minera y Petrolera de la República Dominicana (Dominican Republic)</li> <li>• Consejo Minero (Chile)</li> <li>• Chamber of Mines (Zambia)</li> <li>• International Council on Mining and Metals</li> </ul>	<ul style="list-style-type: none"> <li>• Mining Association of Canada (Canada)</li> <li>• Nevada Mining Association (Nevada)</li> <li>• Prospectors and Developers Association of Canada (Canada)</li> <li>• Sociedad Nacional de Minería (Chile)</li> <li>• Sociedad Nacional de Minería, Petróleo y Energía (Peru)</li> <li>• World Gold Council</li> </ul>				
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	GRI	General Disclosures			
	102	Strategy			
102-14	Statement from President		President's Letter	ICMM	UNGC
				2 10	
<p><b>Introduction</b></p> <p>More than two years ago, Barrick set out to return the company to its original DNA: a high-performance, partnership culture, characterized by disciplined capital allocation, operational excellence, and continual self-improvement. My letter in Barrick's <b>2016 Annual Report</b> describes in detail these changes and our financial and operational progress.</p> <p>Our partnership culture is at the heart of these changes. What made Barrick unique and drove our early success were the relationships our people developed among themselves and with host communities, governments, and others.</p> <p>This could not be more relevant today and our new sustainability vision reflects this:</p> <p>We will partner with host governments and communities to transform their natural resources into sustainable benefits and mutual prosperity. We aim to be a welcome and trusted partner of host governments and communities, the most sought-after employer, and the natural choice for long-term investors.</p> <p>Through this vision, we are intentionally challenging preconceived ideas about mining — that our industry, by definition and by deed, can only extract value. We have a fundamentally different view. Barrick seeks out opportunities to add value and create prosperity for our employees, for our government and community partners, and for our shareholders.</p> <p>We do this in three ways: by managing our impacts on people and the environment; by sharing the benefits of mining; and by working respectfully with others. In the paragraphs below, I share highlights of our progress and our challenges over the past year.</p> <p><b>People and Environment</b></p> <p>We are a company of more than 11,000 people. In 2016, we created a program that made every employee at Barrick a shareholder. In doing so, we became a company of owners.</p>			<p>Ownership carries with it a dimension that goes far beyond just a job. It is a whole different level of involvement. Owners, as our Chairman, John L. Thornton, has often said, are "all in." They are all in emotionally and financially, and we felt this was a critical step towards replicating our original partnership culture, updated for the twenty-first century.</p> <p>As our most valued asset, nothing is more important than the safety, health and well-being of our people. I am therefore pleased that we met our 2016 target for a total recordable injury frequency rate (TRIFR) of 0.40 at our mines— the lowest TRIFR in our history.</p> <p>However, this was overshadowed by the death of Meckson Kakompe, a haul truck driver at our Lumwana mine in Zambia. Meckson was killed in a truck fire. He was just 32 years old and is survived by his wife and five children. Our goal is for all of our people to go home safe and healthy every day. That is an expectation, not a target. That we did not meet this goal in 2016 is unacceptable.</p> <p>We disappointed ourselves, and our partners, at our Veladero mine in Argentina. Over the past two years, we've experienced three incidents involving processing solution at the mine's heap leach pad area in spite of continuing efforts to implement and monitor environmental protections. These incidents hurt our credibility with community and government partners and weakened the trust that we had spent more than a decade developing.</p> <p>We are now working hand-in-hand with local authorities to implement a newly engineered plan designed with the intention that Veladero operates to the highest possible standards. We have also installed high-definition cameras to monitor the leach pad and other areas of the operation. Providing a live feed, and making it <b>accessible to the general public</b>, enable real-time monitoring and put our commitment to transparency into action. Such technology will help improve our operational performance and can help in rebuilding trust. However, we know that this will take time.</p>		

These incidents are a reminder that it will be an ongoing journey to re-establish Barrick's original values. At the same time — and this is not meant in any way to downplay our challenges in Argentina — we believe the situation is the exception and that, as a Company, we are on the correct path.

For example, the Company developed a new Water Strategy Management Framework in 2016. The cornerstone of the Framework is an enterprise-wide approach to water stewardship. As we roll out the Framework in 2017, it will focus on identifying water risks and opportunities, creating partnerships, and being transparent in both our successes and setbacks. The Framework is described in further detail [here](#).

In 2016, the Company also launched a cross-functional Climate Change Committee composed of senior leaders, including our Chief Financial Officer, Chief Sustainability Officer and Chief Investment Officer. The Committee will help us better manage climate change risks and opportunities that have the potential to impact our investors, stakeholders, and operations. Barrick also joined the **Carbon Pricing Leadership Coalition** — the first Canadian gold mining company to do so. The Carbon Pricing Leadership Coalition is an international, voluntary partnership between businesses, governments, and civil society organizations. It aims to strengthen carbon pricing policies and provide a place for thoughtful discussion on carbon pricing and collaboration.

### Sharing the Benefits of Mining

Our sustainability vision calls on us to develop partnerships with host governments and communities that transform their resources into mutual prosperity.

That prosperity comes in a number of forms such as the taxes and royalties that we pay, which totaled more than \$1.1 billion in 2016. Governments use these funds to invest in important infrastructure like roads and to improve basic services like health and education.

Prosperous partnerships also generate jobs — both directly and indirectly — and via the good salaries that we pay to our 11,000-plus employees; in 2016, those wages were almost \$1.4 billion. I am pleased about the emphasis that we continue to put on local hiring. Currently, more than 97 percent of our workforce comes from the countries where we work, and

just over half come from the communities where we operate. Our Supply Chain, Human Resources, and Community Relations teams continue to improve the opportunities for local people to participate either directly in our operations or as suppliers to our business.

Prosperity also comes from the goods and services we purchase from our more than 20,000 suppliers, both big and small. In 2016, these in-country purchases totaled almost \$2.7 billion, including \$220 million from suppliers in our local communities. While these are significant numbers, they become even more meaningful when I think about the individual people behind them. Like Javier Illanes, who repairs and recharges fire extinguishers for the Veladero mine, or CEFORMOMAL, a non-governmental organization in the Dominican Republic that has been working with women entrepreneurs to supply cleaning products to the Pueblo Viejo mine since 2008.

### Working Respectfully with Others

Relationships are at the heart of our ability to operate — relationships between our employees, with communities and governments, with industry peers, civil society, and others.

We are finding more ways to leverage digital technology to bring our operations and our host communities closer together. One example is at our Pascua-Lama project, located on the border of Chile and Argentina. Knowing the importance of water quality to local communities and governments, we now **publicly share** real-time water monitoring data from Chile's Estrecho River with everyone. In the near future, we see a host of other performance metrics also being made publicly available in real time, along with virtual mine site tours to bring information about our mining activities to as many people as possible.

Traditional approaches are still important too. Community environmental monitoring programs bring Barrick's Environment and Community Relations teams together with local community members to monitor water quality, air quality, dust, and other environmental factors. And we continue to open up our performance to third-party scrutiny, including through the ISO 14001 re-certification process, **International Cyanide Management Code** audits, and annual third-party **human rights impact assessments**.

Our active role in multi-stakeholder groups is also important, such as in the Extractive Industry Transparency Initiative, the UN Global Compact and the Global Compact Network Canada, the Voluntary Principles on Security and Human Rights, and the Carbon Pricing Leadership Coalition. Our affiliation with these groups not only exposes us to different perspectives, it has led to unique partnerships, including a collaboration between Barrick, UNICEF, and the Government of Canada in 2016 to help improve children’s rights (described in further detail [here](#)).

Please read our Sustainability Report for more information on our progress and performance over the past year. Making

such progress is essential. From improved community relations to innovations in water and energy management, managing sustainability is at the heart of our ability to generate value for our partners, so we can all advance, together.



**Kelvin Dushnisky**  
President, Barrick Gold Corporation

	<b>GRI</b>	<b>General Disclosures</b>			
	<b>102</b>	<b>Ethic and Integrity</b>			
<b>102-16</b>	<b>Values and Code</b>	<b>Responsible Mining Governance</b>	<b>ICMM</b>	<b>UNGC</b>	
			1 2 4	1 2 6 10	
<p>Our commitment to responsible mining is supported by a robust governance framework, setting out the Company's expectations of employees, suppliers, and contractors in the conduct of their daily work.</p> <p>At the core of this framework is the Code of Business Conduct and Ethics and its supporting management systems, programs, and policies. These provide a common standard by which all sites are expected to operate—from community, health, environmental, safety, security, human rights, and ethical perspectives—and help bring Barrick's Vision and Values to life.</p> <p>The Code of Business Conduct and Ethics and its supporting systems are complemented by Board- and executive-level oversight, as well as expert advice from our external CSR Advisory Board, to help keep us true to our commitment to mining in a responsible manner.</p> <p>Barrick's Board of Directors is responsible for the stewardship of the Company and for oversight of the management of its business affairs, while our senior management is responsible for the management and day-to-day operation of the Company. Our obligations, expectations, and intentions are codified in our Vision and Values and the <b>Code of Business Conduct and Ethics</b>, and they are reinforced regularly at all levels of the Company.</p> <p><b>Our Vision and Values</b></p> <p>Our vision is the generation of wealth through responsible mining—wealth for our owners, our people, and the countries and communities with which we partner.</p> <p>We aim to be the leading mining company focused on gold, growing our cash flow per share by developing and operating high-quality assets, through disciplined allocation of human and financial capital, and operational excellence.</p> <p><b>Our Values</b></p> <ul style="list-style-type: none"> <li><b>People:</b> Attract and develop strong people who act with integrity, are tireless in their pursuit of excellence, and inspire others to be their best.</li> </ul>		<ul style="list-style-type: none"> <li><b>Urgency:</b> Act with urgency. Seek out opportunities and determine how to capitalize on them.</li> <li><b>Responsibility and Accountability:</b> Act as an owner. Take initiative. Own up to mistakes and learn from them. Drive change. Always look for ways to make things better.</li> <li><b>Partnerships:</b> Earn trust and create transparency to build enduring partnerships between our people and with the countries and communities in which we operate.</li> <li><b>Operational Excellence:</b> Lead the industry in safety and environmental practices—all while unleashing the full potential of all our assets through ingenuity, drive, and innovation.</li> <li><b>Shareholder Value:</b> Allocate money and people to opportunities that grow our free cash flow per share, while maximizing our net asset value.</li> <li><b>Execution:</b> Do what we say we are going to do.</li> </ul> <p>Barrick's <b>Sustainability Vision</b> is derived from our corporate Vision and Values and guides our responsible mining practices across the Company.</p> <p><b>The Code</b></p> <p>As a company and as individuals, we must guide our conduct by the highest standards of honesty, integrity and ethical behavior. Barrick's Code of Business Conduct and Ethics ("the Code") embodies Barrick's commitment to conduct business in accordance with all applicable laws, rules, and regulations, and the highest ethical standards throughout our organization. The Code has been adopted by the Board of Directors and applies to every Barrick employee at sites we operate, including the President and other senior executive and financial officers, and to our Board of Directors. We require all employees and directors to read and comply with the Code and associated policies. Barrick provides mandatory training on the Code and related policies to all new employees, and requires all management and supervisory personnel to confirm their compliance annually. All Barrick employees and</p>			



directors are accountable for adhering to the Code, and are responsible for reporting behavior that violates the Code. In 2017, the Code was revised and updated to make it less

formal, more closely connected to our core values, and more user friendly by incorporating clear examples and a section of frequently asked questions.

102-18	Governance Structure	Responsible Mining Governance, AIC p.32	ICMM 1 2 4	UNGC 10	
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Barrick’s Board of Directors is responsible for the stewardship of the Company and for oversight of the management of its business affairs, while our senior management is responsible for the management and day-to-day operation of the Company. Our obligations, expectations, and intentions are codified in our Vision and Values and the **Code of Business Conduct and Ethics**, and they are reinforced regularly at all levels of the Company.

The Board has established five standing committees, all of which have a written mandate. Consistent with the applicable standards of the Canadian Securities Administrators, the TSX Rules, and the NYSE Standards, all the members of the Audit Committee, Compensation Committee, and Corporate Governance & Nominating Committee are independent directors. The Corporate Responsibility Committee is comprised entirely of independent directors and the Risk Committee is comprised of independent directors with the exception of Anthony Munk, who, under National Instrument 58-101 and the NYSE Standards, is deemed not to be independent for a period of three years from the date his father, Peter Munk, ceased to be Chairman of Barrick (i.e., April 30, 2017). The Chair of the Risk Committee is an independent director.

Our committee mandates set out the composition requirements of each committee. The mandate of each of our committees is available at [www.barrick.com/company/governance](http://www.barrick.com/company/governance).

The Board’s Corporate Responsibility (CR) Committee is responsible for overseeing Barrick’s policies, programs and performance relating to the environment, safety and health, corporate social responsibility (including sustainable development, community relations and security matters) and human rights. The Committee also makes recommendations to the Board, where appropriate, on significant matters relating to the environment, safety and health, corporate social responsibility and human rights.

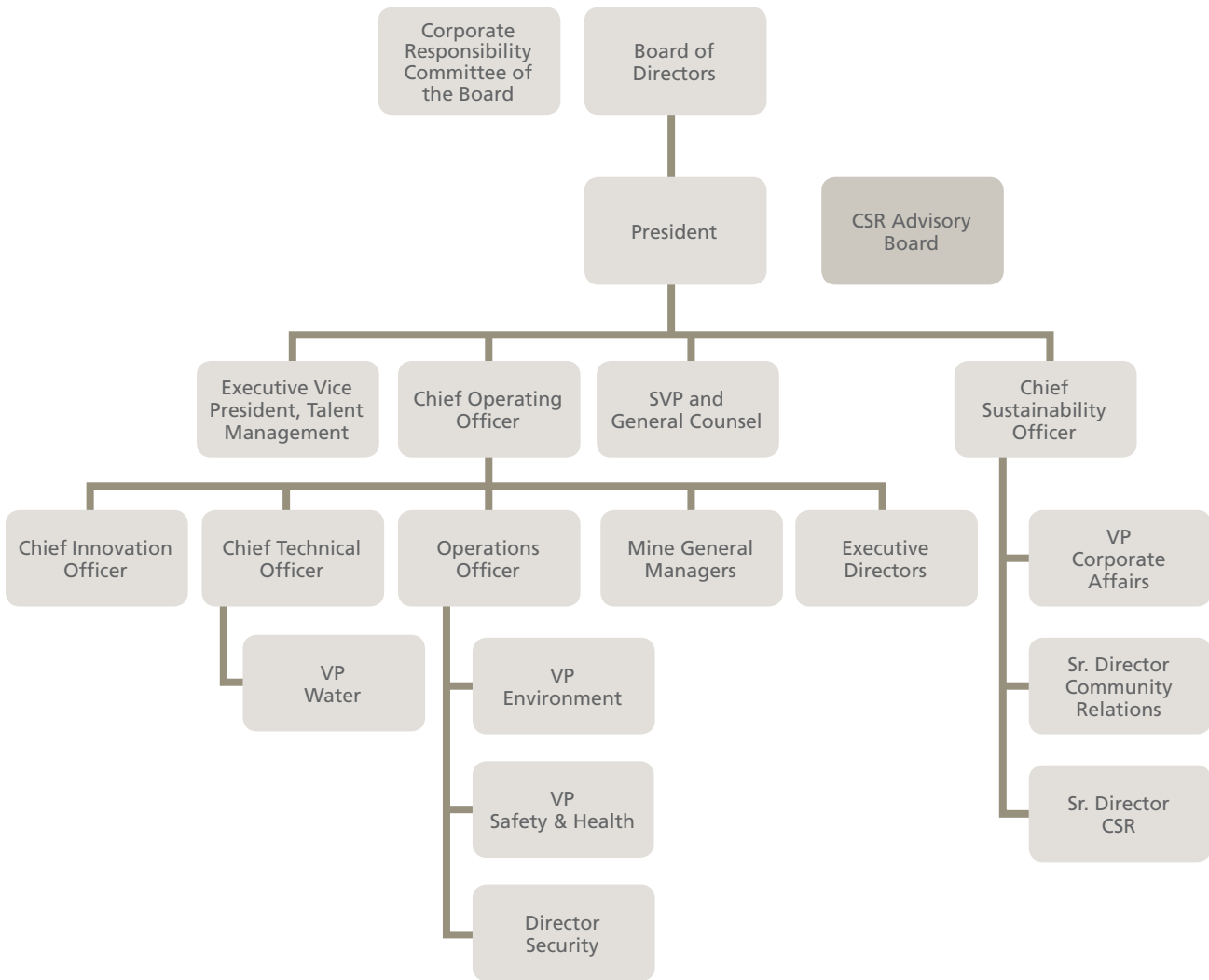
In 2016, the Committee comprised of four directors and, since April 26, 2016, all members of the CR Committee have been independent directors. In 2017, Barrick appointed Pablo Marcet to the Board of Directors and as a member of the Corporate Responsibility Committee.



102-19	Delegating Authority	Responsible Mining Governance	ICMM	UNGC
			1 2 4	10

Each quarter, the Corporate Responsibility Committee receives presentations from management on the Company’s environmental performance and initiatives, reclamation and closure costs, safety and health performance and initiatives, permitting and government approvals at the Company’s mines and projects, security matters, human rights issues and corporate social responsibility (CSR) programs.

**LICENSE TO OPERATE GOVERNANCE STRUCTURE**  
(MOST RELEVANT FUNCTIONS)





102-20	Executive-level responsibility for economic, environmental, and social topics	Management	ICMM 1 2 4	UNGC 10	
<p>Peter Sinclair was appointed Chief Sustainability Officer in September 2015. In this role, Mr. Sinclair focuses on long-term, strategic sustainability trends, helping management and the Board of Directors anticipate changes, and manage key external risks to our license to operate. He leads our head office Community Relations, Corporate Social Responsibility, and Government Affairs teams, ensuring we maintain leading company-wide sustainability policies and practices, and engagement with external partners, including NGOs, international institutions, and the growing responsible investment community.</p>					
102-21	Consulting stakeholders on economic, environmental, and social topics	CSR Advisory Board	ICMM 1 2 4	UNGC 10	
<p>Barrick's CSR Advisory Board (the Advisory Board) was formed in 2012 and acts as an external sounding board on a range of corporate responsibility issues, including community relations, sustainable development, water, energy, climate change, security, and human rights.</p> <p>We benefit from the insight of world-renowned experts in human rights, sustainability, and international development, currently including Aron Cramer, Robert Fowler and Gare Smith. John Ruggie, author of the UN Guiding Principles on Business and Human Rights, serves as a Special Consultant to the Advisory Board.</p> <p>The Advisory Board is a forum for external thought leaders to engage with senior management at Barrick in constructive discussion and lesson-sharing, providing intelligence on emerging trends and providing practical guidance on best practice in social and environmental performance. They meet with our Executive Chairman, President, Chair of the Board Corporate Responsibility Committee and other senior leaders in-person twice a year, as well as conduct annual visits to Barrick sites.</p> <p>These distinguished individuals bring diverse perspectives on the social and environmental issues and opportunities that face Barrick and the international mining industry. They encourage and challenge us with respect to our CSR programs and performance and help us continue to deliver on our commitment to responsible mining.</p>					
102-22	Composition of the highest governance body and its committees	AIC p. 22-31	ICMM 1 2 4	UNGC 10	
<p>I. <b>Executive:</b> 2 directors (13%) are executive, 13 directors (87%) are non-executive directors.</p> <p>II. <b>Independence:</b> 12 directors (80%) of our Board are independent directors, 3 directors (20%) are non-independent directors.</p> <p>III. <b>Tenure:</b> Our directors are elected annually, individually, and by majority vote. The average tenure is 5.6 years.</p> <p>IV. <b>Number of each individual's other significant positions and commitments:</b> No board member serves on more than four other public boards. Full biographical details are found in the <b>Annual Information Circular</b> pp. 22-31.</p> <p>V. <b>Gender:</b> 2 directors (13%) are female, 13 directors (87%) are male.</p> <p>VI. <b>Membership of under-represented social groups:</b> The visible minority status of Barrick's Board Members is not described in Barrick's regulatory filings.</p> <p>VII. <b>Competencies relating to economic, environmental and social topics:</b> Please see table below from p. 13 of Barrick's <b>Annual Information Circular</b>.</p> <p>VIII. <b>Stakeholder representation:</b> N/A</p>					

Name (age)	Director Since	Experience and Expertise	Primary Occupation	Committee Memberships				
				Audit	Comp	CG&N	CR	Risk
Gustavo A. Cisneros (71) <i>Independent</i>	2003		Chairman of the Cisneros Group of Companies		✓	C		
Graham G. Clow (66) <i>Independent</i>	2016		Chairman of Roscoe Postle Associates Inc.					✓
Gary A. Doer (68) <i>Independent</i>	2016		Corporate Director and former Canadian Ambassador to the United States				✓	
Kelvin P.M. Dushnisky (53) <i>Non-Independent</i>	2016		President of Barrick					
J. Michael Evans (59) <i>Independent</i>	2014		President, Alibaba Group Holding Ltd.					C
Brian L. Greenspun (70) <i>Independent</i>	2014		Publisher and Editor of the Las Vegas Sun			✓	✓	
J. Brett Harvey (66) <i>Independent, Lead Director</i>	2005		Chairman Emeritus of CONSOL Energy Inc.		C			
Nancy H.O. Lockhart (62) <i>Independent</i>	2014		Corporate Director and Retired Chief Administrative Officer of Frum Development Group			✓	C	
<b>NEW</b> Pablo Marcet (53) <i>Independent</i>	2016		Corporate Director					
Dambisa F. Moyo (48) <i>Independent</i>	2011		International economist and author	✓		✓		✓
Anthony Munk (56) <i>Non-Independent</i>	1996		Senior Managing Director of Onex Corporation					✓
J. Robert S. Prichard (68) <i>Independent</i>	2015		Chairman of Torys LLP, BMO Financial Group, and Metrolinx		✓			✓
Steven J. Shapiro (64) <i>Independent</i>	2004		Corporate Director and Retired Executive Vice President, Finance and Corporate Development at Burlington Resources Inc.	C	✓			
John L. Thornton (63) <i>Non-Independent, Executive Chairman</i>	2012		Executive Chairman of Barrick					
Ernie L. Thrasher (61) <i>Independent</i>	2014		Founder, Chief Executive Officer and Chief Marketing Officer of Xcoal Energy & Resources	✓	✓		✓	

	Mining Operations		Health, Safety & Environmental	<b>Audit</b>	Audit Committee
	Capital Allocation & Financial Acumen		Talent Development and Allocation & Partnership Culture	<b>Comp</b>	Compensation Committee
	M&A Execution		International Business Experience and Global Partnerships	<b>CG&amp;N</b>	Corporate Governance & Nominating Committee
	Government and Regulatory Affairs & Community Relations		Risk Management	<b>CR</b>	Corporate Responsibility Committee
				<b>Risk</b>	Risk Committee
				✓	Committee Member
				C	Committee Chair



102-23	Chair of the highest governance body	AIC p. 98,103	ICMM 1 2 4	UNGC 10		
<p>Our Executive Chairman, as representative of the Board and the owners, and as a meaningful owner himself, continues to play a critical leadership role in our transformation. He ensures that the priorities set by the Board are executed to the highest possible standard by the partnership. The responsibilities and activities of the Executive Chairman are subject to the oversight of the Board.</p> <p>The Executive Chairman actively oversees the partnership in a weekly meeting he chairs of Barrick's eight most senior partners, who we refer to as our Executive Committee. In these weekly meetings, each senior partner reports, one by one, on Barrick's key priorities: talent management with our Executive Vice President, Talent Management; Best-in-Class operations with our Chief Operating Officer; portfolio optimization with our Senior Executive Vice President, Strategic Matters; financial prudence and strategy with our Executive Vice President and Chief Financial Officer; exploration initiatives with our Executive Vice President, Exploration and Growth; and capital allocation and investment management with our Chief Investment Officer. The discussion then ends with new or outstanding priorities with our President and the Chief of Staff. Throughout these meetings, our Executive Chairman monitors progress, clarifies direction, and emphasizes pri-</p>		<p>orities, which he continues to do one-on-one with senior partners throughout the week.</p> <p>The Executive Chairman also communicates with shareholders, engages potential investors and, in concert with our President and other senior partners, works with our external partners, including host governments and joint venture partners. In addition, the Executive Chairman provides leadership and direction to the Board, and facilitates the operations and deliberations of the Board to satisfy the Board's functions and responsibilities under its mandate. More specifically, the Executive Chairman chairs each meeting of the Board and works in consultation with the Lead Director to, among other things, plan and organize the activities of the Board. Together with the Lead Director, the Executive Chairman ensures that the Board has all the information it needs to function effectively, at all times, including, as necessary, communication between Board meetings. The Executive Chairman serves as the principal liaison between the Board and the Executive Committee and meets with representatives of our shareholders and other partners on behalf of the Board. The Executive Chairman is also responsible for conducting an annual performance evaluation of our Executive Committee with input from the Lead Director.</p>				
102-24	Nominating and selecting the highest governance body	AIC p. 100-103	ICMM 1 2 4	UNGC 10		
<p>We identify director candidates through a rigorous search and selection process overseen by our Corporate Governance &amp; Nominating Committee and carried out in accordance with Barrick's Diversity Policy. Barrick retains an external search firm to identify potential candidates. Candidates are also sourced through recommendations from various members of the Board, and in consultation with business, political, and other leaders in Canada, the United States, and around the world. The Committee continuously evaluates the composition of the Board, and assesses the ability of candidates to contribute to the effective oversight of the management of the Company. The Committee also considers each candidate's background, experience, skills, and knowledge relative to the needs of the Company and carries out comprehensive due diligence on each individual.</p>		<p><b>Board Composition and Nomination of Directors</b></p> <p>Shareholders elect directors annually to hold office until our next annual meeting or until their successors are elected or appointed. Shareholders vote for individual directors. Between shareholder meetings, the Board may appoint additional directors within the maximum number set out in the Articles of the Company and provided that, after such appointments, the total number of directors would not be greater than one and one-third times the number of directors required to have been elected at the last annual meeting of shareholders. The Articles of the Company provide for a minimum of five and a maximum of 20 directors.</p>				

The Corporate Governance & Nominating Committee is charged with identifying and reviewing potential candidates and recommending nominees to the Board for approval. The Corporate Governance & Nominating Committee strives to ensure that the Board possesses a broad range of experience and expertise so that it can effectively carry out its mandate and be an asset to the Company, both as a whole and through its five standing committees. To promote this objective, the Corporate Governance & Nominating Committee oversees a process by which the areas of experience and expertise that the Board needs over the medium-term are identified.

We believe our Board nominees must strike the right balance between those who have the skills and experience necessary to ensure our business can secure and maintain our license to operate, and those who have technical and operating expertise and financial and business acumen. Based on their assessment of the existing experience and strengths of the Board and the needs of the organization, the Corporate Governance & Nominating Committee and the Board determine the competencies, skills, and qualities they should seek in new Board members. In recommending nominees, the Corporate Governance & Nominating Committee assesses the ability to contribute to the effective management of the Company, taking into account the needs of the Company and the individual's background, experience, perspective, skills, and knowledge that are appropriate and beneficial to

the Company. Consistent with Barrick's Diversity Policy, the Committee and the Board also consider diversity criteria, such as gender, age, and ethnicity.

Nominees for membership to the Board are recommended to the Board by the Corporate Governance & Nominating Committee. In identifying candidates, the Committee consults broadly with the other members of the Board and retains external consultants to assist with sourcing the best available candidates and/or consult with key stakeholders. Throughout the director nomination process, the Committee provides updates to the Board and solicits input on candidates. Candidates are interviewed by members of the Committee and other directors as appropriate. The Committee ultimately submits recommendations on Board composition to the full Board, which approves the nominees for submission to shareholders and election to the Board.


In 2016, the Corporate Governance & Nominating Committee, in conjunction with the Executive Chairman and the Lead Director, undertook a director recruitment program and retained an independent search firm to identify candidates. Most recently, Mr. Pablo Marcet joined the Board in December 2016. He is a seasoned mining professional with nearly 30 years of experience in the exploration, development, and operation of mines across Latin America and in East Africa.



102-25	Conflicts of interest	AIC p. 107	ICMM 1 2 4	UNGC 10	
<p>Pursuant to the Code, all of our directors are required to act in the best interests of the Company and to avoid conflicts of interest. Directors may not use their position to obtain any improper benefit for themselves. Our directors may not serve as officers or directors of, or otherwise be engaged with, a competitor or potential or actual business partner of the Company without the prior written approval of the Executive Chairman and the Chairman of the Corporate Governance &amp; Nominating Committee.</p> <p>Our Corporate Governance Guidelines provide that directors are required to advise the Executive Chairman and the Chairman of the Corporate Governance &amp; Nominating Committee prior to accepting a directorship of another public company or of any actual or potential competitor, business partner, or significant investor in the Company and to ensure that such service is consistent with Barrick's conflict of interest standards.</p>		<p>Section 132 of the OBCA addresses conflicts of interest of a director of an Ontario corporation, such as Barrick. Among other things, the OBCA provides that a director of a corporation who: (a) is a party to a material contract or transaction or proposed material contract or transaction with the corporation; or (b) is a director or an officer of, or has a material interest in, any person who is a party to a material contract or transaction or proposed material contract or transaction with the corporation, is required to disclose in writing to the corporation or request to have entered in the minutes of meetings of directors the nature and extent of his or her interest. Such a director shall not attend any part of a meeting of directors during which the contract or transaction is discussed and shall not vote on any resolution to approve the contract or transaction, unless the contract or transaction relates to the director's remuneration as a director or indemnity or insurance for services as a director, or is with an affiliate of the corporation.</p>			
102-35	Remuneration policies	AIC p. 39-87	ICMM	UNGC	
<p><b>A. Remuneration Policies:</b> Information on our remuneration policies, including for the Board of Directors and senior executives, is described in full detail in Barrick <b>Annual Information Circular</b>, pages 39-87.</p> <p><b>B. Performance Criteria in Remuneration Policies for ESG topics:</b> Barrick's performance-based compensation system for senior executives provides incentives that are both short-term and long-term in nature.</p> <p>Annual Performance Incentives for Senior Executives are based on short-term functional and operational priorities. Each Senior Executive has an individual scorecard with measures that relate to Barrick's strategic principles and priorities. Weightings and goals vary by role, but most include a portion that relates to Barrick's sustainability performance. In 2016, all non-executive employees also had a portion of their annual incentive compensation tied to Barrick's short-term Company scorecard. This included a "Reputation and License to Operate" component, composed of safety, environment,</p>		<p>anti-corruption, human rights, community relations, and compliance measures, accounting for 15% of the overall scorecard. Detailed information is available in the annual <b>Proxy Circular</b>.</p> <p>Long-term incentives for Senior Executives are determined by a Company scorecard that tracks both financial and non-financial measures, including a "Reputation and License to Operate" component. This category accounts for 15% of the overall scorecard and is assessed based on both quantitative and qualitative measures. We measure our performance trajectory over time for environment (e.g., incidences) and safety (e.g., fatalities, Total Reportable Injury Frequency Rate). Qualitative measures include our overall compliance record, independent assessments of our corporate social responsibility related performance (e.g., International Council on Metals and Mining Assurance review, Dow Jones Sustainability Index listing), success in building and maintaining strong relationships with core stakeholders, and the quality of license to operate risk assessments.</p>			

102-36	Process for determining remuneration	AIC p. 45-58	ICMM	UNGC
<p><b>Process for determining remuneration:</b> Please refer to our <b>Annual Information Circular</b> (pages 45-58) for the full process followed to determine remuneration.</p> <p><b>Remuneration Consultants and Independence:</b> The Compensation Committee has sought the views of an independent compensation consultant on executive compensation-related matters from time to time. Following the 2015 annual meeting of shareholders, the Compensation Committee ended its engagement with Towers Watson. In May 2016, Pay Governance was selected by the Compensation Committee as its new independent consultant to assist with refining the Executive Chairman’s compensation structure, on the basis of its broad experience advising compensation committees of a number of S&amp;P/TSX60 cross-listed companies.</p>		<p>The Compensation Committee reviews and approves all fees and terms of consulting services provided by compensation consultants that are mandated by the Compensation Committee or commissioned by management. As provided in the Compensation Committee’s mandate, the Chair of the Committee must pre-approve any non-compensation services provided by any compensation consultants to the Company to ensure that the independence of such consultants is not compromised.</p> <p><b>Remuneration consultant’s relationships:</b> Pay Governance provides advisory services exclusively to the Compensation Committee and does not advise management.</p>		
102-37	Stakeholders’ involvement in remuneration	AIC p. 9, 11	ICMM	UNGC
<p>In 2016, we adopted our Shareholder Engagement Policy to ensure greater communication and provide improved access to our independent directors. In February 2016, we hosted an Investor Day to review our long-term vision, progress against our strategic priorities, and our performance. We also held our first Operations and Technical Update in February 2017. We will be hosting an Investor Day and an Operations and Technical Update biennially to promote transparency and ongoing engagement with our fellow owners.</p> <p>In December 2016, J. Brett Harvey (our Lead Director and Chair of the Compensation Committee), along with J. Michael Evans (the Chair of the Risk Committee), Nancy H.O. Lockhart (the Chair of the Corporate Responsibility Committee and member of the Corporate Governance &amp; Nominating Committee), and Pablo Marcet (our newest independent director) hosted a luncheon in New York City to directly solicit feedback from our shareholders on our corporate governance initiatives and approach to executive compensation. The event, at which members of management did not participate, was attended by shareholders representing 21% of Barrick’s outstanding Common Shares. Our independent directors also met with shareholders throughout the year.</p> <p>We also appointed Mr. Daniel Oh as Senior Vice President, Investor Engagement and Governance in July 2016 to drive improved investor engagement at Barrick and to foster greater transparency and communication with our fellow owners. Mr.</p>		<p>Oh’s expertise in corporate governance and his experience at BlackRock Inc., State Street Global Advisors, and Institutional Shareholder Services (ISS) will allow us to continue to strengthen our practices, while improving our communication and performance on all corporate governance matters.</p> <p>The shareholder engagement activities of our Board of Directors complement management’s regular shareholder outreach program. A copy of the Shareholder Engagement Policy is available on our website at <a href="http://www.barrick.com/company/governance">www.barrick.com/company/governance</a>. We will continue to consider the feedback that we receive from our shareholders and the outcome of our future Say on Pay votes when making compensation decisions for our Executive Chairman and Named Partners.</p> <p>Shareholders may provide feedback to our Board by writing to our Executive Chairman, and may communicate with our independent directors by writing to our Lead Director.</p> <p><b>Say on Pay Advisory Vote</b></p> <p>The Board has adopted a non-binding advisory vote relating to executive compensation to solicit feedback on our approach to executive compensation. The 2016 say on pay advisory vote was supported with the approval of 90.9% of those shareholders present at our 2016 annual meeting and voting in person or by proxy. Shareholders have the opportunity to vote “For” or “Against” the Company’s approach to executive compensation.</p>		



	<b>GRI</b>	<b>General Disclosures</b>			
	<b>102</b>	<b>Stakeholder Engagement</b>			
<b>102-40</b>	Stakeholder groups	<b>Community Engagement</b>	ICMM 10	UNGC	
A stakeholder is any person or group that has an interest in the activities of Barrick, such as local community members, non-governmental organizations (NGOs), investor groups, host governments, Barrick employees, or others.					
<b>102-41</b>	Collective bargaining agreements	<b>Labor Organizations</b>	ICMM	UNGC	
Approximately 36% of our workforce is represented by unions or collective bargaining agreements.					
<b>102-42</b>	Identifying stakeholders	<b>Community Engagement</b>	ICMM 10	UNGC	
<p>Stakeholder- and issues-mapping helps identify our stakeholders and their concerns and interests. Our mining activities can create both positive and negative impacts on these stakeholders, who, in turn, can also significantly affect our business success. Identifying, categorizing, and mapping the relationships between stakeholders helps us address the issues that matter, with the people that care most about them.</p> <p>Community stakeholders are identified by our local site community relations teams. Corporate and country stakeholders, including shareholders, home and host governments, academics, NGOs, Socially Responsible Investors (SRIs) and Environmental, Social and Governance (ESG) research analysts, are identified through contacts within our investor relations team and other functional groups, contacts in our industry associations, outreach by our corporate social responsibility team, and direct contact by stakeholders interested in learning more about our social, environmental, and operational performance.</p>					
<b>102-43</b>	Approach to stakeholder engagement	<b>Community Engagement</b>	ICMM 10	UNGC	
<p>By seeking open, transparent, and respectful relationships, our understanding of each other's priorities, concerns, and interests is improved, thereby enhancing our ability to work constructively together on issues of mutual concern and interest. This puts us in a better position to contribute to what matters to our stakeholders while better managing the impacts of our activities.</p> <p>We hold both regular and ad-hoc meetings in all countries with members of our host communities, local and regional governments, local NGOs, and other interested stakeholders. We also engage with non-community stakeholders – including our shareholders, international NGOs, and sustainable development research groups – through one-on-one meetings, teleconferences, participation in multi-stakeholder initiatives, and our industry associations.</p>					
<b>102-44</b>	Key topics and concerns raised		ICMM 10	UNGC	
<p>Key topics and concerns raised by our community and government partners, investors, and civil society partners included:</p> <ul style="list-style-type: none"> <li>• Barrick's human rights program and security practices</li> <li>• Environmental incidents, including spills</li> <li>• Joint-venture governance</li> <li>• Local employment and local procurement at mine sites</li> <li>• Water management</li> </ul> <p>The Company has reported on each of these topics in detail in the 2016 Responsibility Report.</p>					



	<b>GRI</b>	<b>General Disclosures</b>			
	<b>102</b>	<b>Reporting Practice</b>			
<b>102-45</b>	Organizational entities	<b>Non-Managed Operations</b>	ICMM	UNGC	
			10		
<b>SUMMARY OF MINE OWNERSHIP AND OPERATORSHIP – 2016</b>					
<b>OWNERSHIP/OPERATORSHIP</b>		<b>MINE (% OWNERSHIP)</b>	<b>PROJECT (% OWNERSHIP)</b>		
Wholly Owned/ Operated*		Cortez Golden Sunlight Goldstrike Hemlo Lagunas Norte Pierina (in closure) Lumwana Veladero	Pascua-Lama Alturas Goldrush		
Joint Venture – Barrick-Operated*		Pueblo Viejo (60%) Turquoise Ridge (75%)	Cerro Casale (75%) Fedorovo (79%)		
Joint Venture – Independently-Operated		Jabal Sayid (50%) Porgera (47.5%)	Donlin Gold (50%)		
Joint Venture – Partner-Operated		KCGM (50%) Zaldivar (50%)			
Affiliate-Operated		Acacia (63.9%) (Bulyanhulu, North Mara, Buzwagi)	Kabanga (50%)		
*Reported on in full in Barrick’s sustainability-related disclosures.					
<b>102-46</b>	Defining report content and topic Boundaries	<b>Materiality Process</b>	ICMM	UNGC	
			10		
<p>Under the Global Reporting Initiative Standard, organizations focus their sustainability reporting on matters that are specifically material to them and provide greater depth on those subjects. This helps us report on issues that matter to and could have a material impact on both our stakeholders and our business!. We identify these issues through the following four-step process.</p> <p><b>1. Issue Identification</b></p> <p>We first identify a range of potential issues in the context of our social, economic and environmental impacts, based on input from internal and external sources.</p>		<p><b>External Sources</b></p> <ul style="list-style-type: none"> <li>• CSR Advisory Board</li> <li>• Industry and societal trends</li> <li>• Investor and ESG analyst requests</li> <li>• Peer companies</li> <li>• Stakeholder engagement</li> <li>• Community grievances</li> </ul> <p><b>Internal Sources</b></p> <ul style="list-style-type: none"> <li>• Annual Information Form / Annual Report</li> <li>• Issues reported to Board</li> <li>• Issues Working Group</li> <li>• Site risks identified in Business Plan Reviews (BPRs)</li> <li>• Subject matter experts</li> </ul>			



## 2. Issue Boundaries

A topic may be material and relevant for reporting as a result of our own activity, including from our operations, closure properties or employee conduct, as well as from activities we contribute to or are indirectly linked to. We therefore consider our full value chain, both internal and external, when reporting on our impacts.

### External

- Contractors
- Governments
- Industry peers
- NGOs
- Suppliers
- Unions

### Internal

- Closure properties
- Exploration
- Offices
- Operations
- Projects

## 3. Prioritization & Validation

Each topic is assessed on a materiality matrix in terms of its importance to our stakeholders and the economic, environmental, social or business impact of the topic. We rank the issues based on the frequency with which they are identified by internal and external sources. The ranking of each issue is also reviewed and approved by senior decision-makers at Barrick. This process allows us to prioritize the issues in terms of low, medium, and high importance.

## 4. Reporting

In 2016, eight material issues of high priority were identified through this four-step process. An additional thirteen issues were identified as having medium priority. We report on all of these issues in accordance with the GRI Standards: Core option. We also partially report on additional topics identified to be of low reporting priority, in accordance with regulatory or other reporting requirements.

102-47	List of material topics	Materiality Process	ICMM	UNGC
			10	

In 2016, eight material issues of high priority were identified through this four-step process. An additional thirteen issues were identified as having medium priority. We report on all of these issues in accordance with the GRI Standards: Core option. We also partially report on additional topics identified to be of low reporting priority, in accordance with regulatory or other reporting requirements.

### High Priority

- Emissions
- Environmental Compliance
- Local Communities
- Public Policy
- Security Practices
- Socio-economic Compliance
- Occupational Health & Safety
- Water

### Medium Priority

- Anti-corruption
- Diversity and Equal Opportunity
- Economic Performance
- Effluents and Waste
- Energy
- Human Rights Assessments
- Labor/Management relations

- Market Presence
- Mine Closure
- Procurement Practices
- Rights of Indigenous Peoples
- Supplier Environmental Assessment

### Lower Priority

- Artisanal and Small Scale Mining
- Biodiversity
- Child Labor
- Employment
- Forced or Compulsory Labor
- Freedom of Association and Collective Bargaining
- Materials
- Non-discrimination
- Resettlement
- Training and Education

In addition, we identified Non-Managed Operations as an important issue to report on, though it is not a GRI Topic.

102-48	Restatements of information		ICMM 10	UNGC	
<p>The 2013-2015 data for water recycled, water withdrawal and water consumption intensities across our sites have been updated based on a revision to their calculations.</p> <p>Barrick’s GHG emissions baseline in 2014 has been revised in accordance with our five-year energy plan in order to better align with GHG and energy reduction target setting. For GHG emissions data on divested assets from 2014-2015, please see our prior Responsibility Reports on our Transparency Hub.</p>					
102-49	Changes in reporting	About This Report	ICMM 10	UNGC	
<p>This report and accompanying data tables contain information on all of our wholly owned operations and joint ventures where we are the operator, as well as on our country and corporate offices, projects and closure sites, where this was identified as material in our materiality assessment. We report on 100 percent of the data and significant issues from our joint-venture operations where we are the operator.</p> <p>We also provide limited information on our closure properties and advanced exploration and development projects. We provide information, when material, on subsidiaries, provided they have been under our operational control for at least one year.</p> <p>We do not report on data from Acacia Mining plc (formerly African Barrick Gold). Barrick and Acacia are parties to a relationship agreement that regulates various aspects of the ongoing relationship between the two companies so that Acacia is capable of carrying on its business independently of Barrick. Consistent with this agreement, Acacia independently manages its corporate social responsibility (CSR) programs and issues its own annual CSR Report. As such, effective as of year-end 2013, our annual Responsibility Report no longer includes Acacia.</p> <p>As of 2016, we do not report on joint ventures that are independently operated or partner-operated. These sites include KCGM, Porgera, Jabal Sayid, and Zaldivar.</p> <p>Additionally, in 2016, the project “Pascua-Lama” is now reported as two separate projects, “Pascua” located in Chile, and “Lama” located in Argentina. Data from 2013-2015 has been revised to separate these projects given their different operating contexts.</p>					
102-50	Reporting period	About This Report	ICMM 10	UNGC	
<p>The Responsibility Report is an annual report; it covers the 2016 calendar year, which corresponds to Barrick’s financial year. Reference may be made in this report to an activity that occurred in 2017 if it helps to clarify a particular issue.</p>					
102-51	Date of previous report	About This Report	ICMM 10	UNGC	
<p>Barrick’s previous Responsibility Reports have also been annual reports; the 2015 Responsibility Report was published in July 2016. These reports are available on the Barrick <a href="#">website</a>.</p>					
102-52	Reporting cycle	About This Report	ICMM 10	UNGC	
<p>Annual</p>					



102-53	Contact point	About This Report	ICMM 10	UNGC	
<p>For additional information regarding the 2016 Responsibility Report, please contact:</p> <p>Peter Sinclair, Chief Sustainability Officer                  Barrick Gold Corporation                  Brookfield Place, TD Canada Trust Tower                  161 Bay Street, Suite 3700                  Toronto, ON M5J 2S1                  Canada</p> <p>Telephone: 416.861.9977 Toll Free: 800.720.74.15                  Email: <a href="mailto:responsiblemining@barrick.com">responsiblemining@barrick.com</a></p>					
102-54	GRI Standards claim	About This Report	ICMM	UNGC	
<p>Barrick reports to the Global Reporting Initiative's (GRI) Sustainability Reporting Standards, in accordance with the Core option.</p>					
102-55	GRI content index		ICMM 10	UNGC	
<p>In our GRI Content Index, we have included a reference index for the 10 Principles of the UN Global Compact and the International Council on Mining and Metals (ICMM) Sustainable Development Principles in the table.</p>					

102-56	Assurance	Assurance Letter	ICMM	UNGC
			10	



## Bureau Veritas North America

### 2016 Independent Assurance Statement

Bureau Veritas North America (BVNA) was engaged by Barrick Gold Corporation to provide independent external assurance for Barrick’s 2016 Responsibility Report. The assurance process also included an assessment of Barrick’s performance and progress on a range of corporate social responsibility (CSR) issues.

Building on the previous seven years, the assurance process is designed to further our understanding of how Barrick identifies its material risks and emerging issues in a changing environment, and to assess Barrick’s performance against the International Council on Mining and Metals (ICMM) Sustainable Development Framework.

#### Objectives of the Assurance Process

1. Provide reasonable assurance over the stated content of the 2016 Responsibility Report including representations on the Barrick website;
2. Provide impartial commentary on Barrick’s alignment with ICMM’s 10 Sustainable Development Principles and eight Position Statements;
3. Assess implementation of the Voluntary Principles on Security and Human Rights;
4. Provide reasonable assurance over the 2016 Conflict-Free Gold Report;
5. Provide reasonable assurance over the 2016 greenhouse gas emissions inventory reported to CDP;
6. Provide reasonable assurance over the 2016 water withdrawal reported to CDP;
7. Provide reasonable assurance over Barrick’s Mining Association of Canada (MAC) Toward Sustainable Mining (TSM) self-assessments for their Hemlo Mine Operations for the year 2016;
8. Acknowledge improvements from previous reporting years;
9. Propose recommendations for future development.

Barrick recognizes the need for a robust, transparent assurance process to ensure continued credibility with stakeholders and to act as a tool to drive continual performance improvement. Therefore, in addition to our commentary on the reporting processes, we provide further recommendations based on this period’s assurance in a separate detailed report to Barrick’s functional leads and corporate senior leadership team.

#### Scope of Assurance

1. Review relevant activities undertaken by Barrick over the reporting period January 1, 2016 through December 31, 2016;
2. Review the robustness of underlying reporting systems and processes used to collect, analyze and report relevant information;



3. Evaluate the 2016 Responsibility Report against the principles of the Global Reporting Initiative (GRI) Reporting Framework as defined in the GRI-G4 Sustainability Reporting Guidelines and the Mining and Metals Sector Supplement;
4. Evaluate evidence provided to support Barrick's alignment with ICMM's 10 Sustainable Development Principles and eight Position Statements;
5. Assess conformance of the Veladero Mine in Argentina with the ICMM's Position Statement on Climate Change;
6. Interview employees and external stakeholders with respect to Barrick's CSR performance during the reporting period;
7. Assess implementation of the Voluntary Principles on Security and Human Rights (VPSHR) at one mine site;
8. Provide independent verification of Barrick's MAC TSM self-assessments for their Hemlo Mine Operations for the year 2016 in accordance with MACs requirements for completing TSM Verification Audits;
9. Assess implementation of the World Gold Council (WGC)'s Conflict-Free Gold Standard as described in the 2016 Conflict-Free Gold Report for Barrick;
10. Verify Barrick's water withdrawal reported to CDP for 2016;
11. Verify Barrick's reported GHG emissions inventory reported to CDP for 2016.

To conduct the assurance, we undertook the following activities:

- Detailed review of the 2016 Responsibility Report including source verification of performance data and factual information contained within the Report and the supplemental information on the Barrick website;
- Review of processes for identification and collation of relevant information, report content and performance data from mining operations;
- Interviews and follow-up communication with the corporate senior leadership team and functional leads in Toronto (Canada), Elko and Henderson, Nevada (USA), and with mine managers and staff at the two mines we visited (see below);
- Interviews and follow-up communication with environmental team at the Veladero Mine;
- Site visits to two operating mines, including Hemlo (Canada) and Lumwana (Zambia);
- Interviews with local stakeholders at each visited mine.

Our work was planned and executed in a manner designed to produce a reasonable level of assurance and to provide a sound basis for our conclusions. Our assurance process is aligned with and informed by the following international protocols:

- ICMM Sustainable Development Framework – Assurance Procedure
- GRI-G4 Reporting Guidelines and Mining and Metals Sector Supplement
- International Standard on Assurance Engagements (ISAE) 3000, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*
- ISO 14064-3:2006: *Greenhouse gases - Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions*
- WGC's *Conflict Free Gold Standard – Guidance for Assurance Providers*
- MAC TSM Self-Assessment Reporting Protocols and Verification Audit Protocol

**Limitations and Exclusions:**

Excluded from the scope of our work is information relating to:

- Activities outside the defined reporting period and scope;
- Statements of commitment to, or intention to undertake future actions by Barrick;
- Statements of position, opinion, belief and/or aspiration by Barrick;
- Financial data audited by an external third party.

**Our Findings**

On the basis of our methodology and the activities described above, we provide reasonable assurance that:

- The 2016 Responsibility Report provides a clear and straightforward presentation of Barrick's material issues and their underlying management systems and controls.
- The information and data in the Report is accurate, reliable and free from material misstatements. It is clearly presented and understandable.
- Material issues have been appropriately identified in a comprehensive risk assessment process that is fully described.
- The Report provides a fair representation of Barrick's CSR performance over the reporting period and provides readers with a balanced perspective of its material issues and operations.
- The Report advances Barrick's ongoing public communication about its operations, environmental and social impacts, and related programs to manage these impacts.
- Barrick has appropriate systems in place for the collection, aggregation and analysis of relevant information and has implemented adequate internal assurance practices.
- The corporate senior leadership team and country and site leadership teams continue to support a company-wide commitment to responsible mining practices at operations and projects.

**ICMM Sustainable Development Framework**

Barrick maintained its alignment with the ICMM Sustainable Development Framework, including ICMM's 10 Sustainable Development Principles and the applicable mandatory requirements of the eight Position Statements.

**Voluntary Principles on Security and Human Rights**

Barrick maintained its commitment to the implementation of the Voluntary Principles on Security and Human Rights. The high-risk site in our sample, Lumwana, has instituted appropriate systems and procedures to ensure adherence to the principles.



### **WGC Conflict-Free Gold Standard**

Barrick has prepared and presented a Conflict-Free Gold Report for 2016 in accordance with the requirements of the Conflict-Free Gold Standard. We conclude that Barrick does not produce gold from conflict-affected or high risk areas as defined by the Standard.

### **Global Reporting Initiative GRI-G4 Sustainability Reporting Guidelines**

The 2016 Responsibility Report has been prepared in accordance with the Mining and Metals Sector Supplement of the GRI-G4 Guidelines, including appropriate consideration of the Reporting Principles, profile disclosures, management approach disclosures and performance indicators to meet the requirements of GRI-G4, Core Criteria.

### **CDP**

Barrick's greenhouse gas assertion for its 2016 company-wide emissions inventory was verified to be correct and complete within the bounds of materiality. A separate verification statement was issued for CDP.

Barrick's company-wide water withdrawal assertion for 2016 was verified to be correct and complete within the bounds of materiality. A separate verification statement was issued for CDP.

### **MAC TSM Self-Assessment Verification**

BVNA agreed with all of Hemlo Mine's and Barrick corporate ratings, with the exception of two ratings (Safety and Health – Indicator 5, Performance; and Aboriginal and Community Outreach – Indicator 3, Communities of Interest Response Mechanism) which were increased by BVNA upon review and verification of self-assessment supporting documentation.

### **Observed Improvements**

- A continued focus on human rights was observed. This includes continued training on human rights with a modern slavery training component and an increased focus on sexual harassment and women's rights.
- The Voluntary Principles on Security and Human Rights are fully integrated with site security personnel and procedures. There is evidence of growing awareness about the principles among local stakeholders.
- Development of Sustainability Vision and Principles indicates an increased corporate emphasis on sustainable development and provides a framework for mine General Managers and Executive Directors to make decisions from a sustainability perspective.
- All mine sites have appointed Energy Champions and sites continue to implement energy efficiency and cost reduction programs in line with Barrick's Energy Management Policy and Five-Year Energy Plan.



- Establishment of a Climate Change Working Group and appointment of a Director of Energy and Climate Change indicates an increased focus on climate change and reducing greenhouse gas emissions.
- Ongoing digitization of various systems has led to, and should continue to lead to, more transparency with stakeholders. For example, there is public web access to real time cameras and water quality data at the Veladero mine.
- The Global Onboarding Standard has been implemented at all mine sites. This standard provides a consistent protocol for ensuring vendor understanding and acknowledgement of Barrick's Supplier Code of Ethics.
- Increased emphasis on water management and conservation was observed through the appointment of a Vice President of Water and the planning for and implementation of water management initiatives and strategies.
- Increased emphasis on tailings management was observed through revision of the Tailings Management Standard, the addition of heap leach pads to the Standard, and implementation of a Tailings Stewardship Program.
- Weekly Business Plan Review (BPR) meetings continue and have made for more transparent, effective and streamlined communication between mines and corporate.
- Continued emphasis on safety led to 2016 having the lowest Total Recordable Injury Frequency Rate in the company's history.
- Continued and increasing emphasis on sustainability, environment and safety and health and how these functional areas affect Barrick's License-to-Operate.

### **Recommendations**

- Consider additional and continual communication with stakeholders regarding mine expansion plans, life-of-mine, and eventual mine closure plans. Interviews with stakeholders indicate an uneven awareness of these plans and the life-of-mine.
- In light of both the 2015 and 2016 incidents at Veladero, continue to ensure that local stakeholders, at all mines, are aware of procedural and engineering approaches taken to avoid cyanide solution releases. Our 2016 visit to Veladero indicated that stakeholders were not aware of approaches in place to avoid cyanide solution releases.
- Continue to seek and consider local stakeholder input on community development and education projects. This is especially important at mature mines where projects should align closely with community member expectations for post-closure long-term sustainable development.

**Statement by Bureau Veritas of independence, impartiality and competence**

*Bureau Veritas is an independent professional services company that specializes in quality, health, safety, social and environmental management advice and compliance with over 180 years of history in providing independent assurance and certification services.*

*Bureau Veritas has implemented a Code of Ethics across its business which ensures that our staff maintains high standards in their day to day business activities. We are vigilant in the detection and prevention of any actual or perceived conflict of interest.*

*Our assurance team is not involved in any other Barrick projects outside those of the independent assurance scope and we do not consider there to be a conflict for any other services provided by Bureau Veritas.*

*The independent assurance team completing the work for Barrick has extensive knowledge of conducting assurance over environmental, social, security, safety, health and ethical information and systems, and through its combined experience in this field, an excellent understanding of good practice in corporate responsibility reporting and assurance.*



**Bureau Veritas North America, Inc.  
May 2017**

	GRI 201	Economic Performance		
201	Management Approach <sup>1</sup>	Social and Economic Development	ICMM 1	UNGC 6 10
<p>Barrick has an opportunity to contribute significantly to social and economic development in the communities and countries where we operate.</p> <p>Communities and host governments rightly expect to share in mining's benefits. When we live up to their expectations, we are partners with host governments and communities in their own development, contributing to a more stable and prosperous society and a more secure license to operate.</p> <h3>Our Approach</h3> <p>We contribute in a number of ways to the social and economic development of the communities and countries where we operate, including through buying and hiring locally, investing in education and health, helping diversify livelihoods, and paying our fair share of taxes.</p> <p>Barrick has established company-wide systems and standards to help us live up to the expectations that our community and government partners have of us.</p> <ul style="list-style-type: none"> <li>Barrick has a Local Procurement and Contracting Standard, which requires our Community Relations and Supply Chain teams to develop the capacity of local and regional suppliers and help them improve their access to mine contracts and supplier opportunities.</li> </ul>		<ul style="list-style-type: none"> <li>Barrick requires site Community Relations and Human Resources teams to develop Local Employment Plans, which help create more opportunities for local people to work at our mines.</li> <li>Our Local Content Framework also helps sites use more local labor and buy more local goods and services. The framework is a guide, outlining the steps to develop local employment and local procurement programs and referencing best international practice. It helps sites be better partners in community and socio-economic development, which ultimately helps build a more secure license to operate.</li> <li>The significant taxes and royalties derived from mining operations are important sources of government revenue, used for infrastructure projects, health care, education and other important public services. Everywhere we operate, we pay our fair share of taxes and royalties to all levels of government. We publicly report on these payments as part of our commitment to transparency, as a signatory to the Extractive Industries Transparency Initiative (EITI) and as required by Canada's <i>Extractives Sector Transparency Measures Act</i>.</li> </ul>		

<sup>1</sup> Barrick's management approach to economic performance and market presence are detailed together in Barrick's online 2016 Responsibility Report.



201-1	Direct economic value generated and distributed				ESG Data Tables	ICMM	UNGC	
						1	6 10	
<b>ECONOMIC CONTRIBUTIONS – 2016</b>								
	BARRICK TOTAL	ARGENTINA	CANADA	CHILE	DOMINICAN REPUBLIC	PERU	UNITED STATES	ZAMBIA
TOTAL CONTRIBUTIONS	\$5,748,970,000	\$ 608,690,000	\$ 806,330,000	\$ 124,230,000	\$ 992,850,000	\$ 510,520,000	\$2,202,880,000	\$ 503,470,000
TAXES AND GOVERNMENT ROYALTIES	\$1,100,790,000	\$ 108,590,000	\$ 10,680,000	\$ 5,380,000	\$ 394,390,000	\$ 118,450,000	\$ 373,520,000	\$ 89,780,000
PAYMENTS TO EMPLOYEES	\$1,388,990,000	\$ 93,390,000	\$ 387,070,000	\$ 40,060,000	\$ 96,630,000	\$ 79,610,000	\$ 616,980,000	\$ 75,250,000
COMMUNITY INVESTMENTS	\$ 21,900,000	\$ 1,420,000	\$ 1,620,000	\$ 130,000	\$ 1,230,000	\$ 6,660,000	\$ 9,680,000	\$ 1,160,000
OTHER PAYMENTS	\$ 77,970,000	\$ 1,030,000	\$ 19,330,000	\$ –	\$ –	\$ –	\$ 56,550,000	\$ 1,060,000
PURCHASES OF GOODS AND SERVICES	\$3,159,320,000	\$ 404,260,000	\$ 387,630,000	\$ 78,660,000	\$ 500,600,000	\$ 305,800,000	\$1,146,150,000	\$ 336,220,000
LOCAL PURCHASES III	\$ 220,290,000	\$ 6,080,000	\$ 38,850,000	\$ 2,280,000	\$ 19,690,000	\$ 14,120,000	\$ 134,640,000	\$ 4,630,000
REGIONAL PURCHASES	\$ 456,020,000	\$ 164,700,000	\$ 255,850,000	\$ 27,140,000	\$ –	\$ –	\$ –	\$ 8,330,000
NATIONAL PURCHASES	\$2,012,240,000	\$ 185,850,000	\$ 31,000,000	\$ 48,010,000	\$ 230,840,000	\$ 282,720,000	\$ 974,730,000	\$ 259,090,000
INTER-NATIONAL PURCHASES	\$ 470,770,000	\$ 47,630,000	\$ 61,930,000	\$ 1,230,000	\$ 250,070,000	\$ 8,960,000	\$ 36,780,000	\$ 64,170,000
201-3	Coverage of the organization’s defined benefit plan obligations				Annual Report p. 115	ICMM	UNGC	
<p>We have qualified defined benefit pension plans that cover certain former United States and Canadian employees and provide benefits based on employees’ years of service. Our policy is to fund the amounts necessary on an actuarial basis to provide enough assets to meet the benefits payable to plan members. Independent trustees administer assets of the plans, which are invested mainly in fixed-income and equity securities.</p> <p>As well as the qualified plans, we have non-qualified defined benefit pension plans covering certain employees and former directors of Barrick. No funding is done on these plans and contributions for future years are required to be equal to benefit payments.</p> <p>Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in OCI in the period in which they arise.</p> <p>Our valuations are carried out using the projected unit credit method. We record the difference between the fair value of the plan assets and the present value of the plan obligations as an asset or liability on the consolidated balance sheets.</p>								
201-4	Financial assistance received from government					ICMM	UNGC	
Barrick did not receive financial assistance from governments in 2016.								

<b>GRI 202</b>		<b>Market Presence</b>		
<b>202</b>	Management Approach <sup>2</sup>	<b>Social and Economic Development</b>	ICMM <b>1</b>	UNGC <b>6 10</b>
<p>Barrick has an opportunity to contribute significantly to social and economic development in the communities and countries where we operate.</p> <p>Communities and host governments rightly expect to share in mining's benefits. When we live up to their expectations, we are partners with host governments and communities in their own development, contributing to a more stable and prosperous society and a more secure license to operate.</p> <p><b>Local Content</b></p> <p>Local content refers to both the employees and the goods and services that come from the local area and that are employed and used by a mine site. Managed well, the use of local content increases opportunities for communities to share in the benefits of mining, while contributing to indirect economic benefits that can further stimulate development. Local content can help us have a more stable workforce and supply base, help us meet permitting or regulatory requirements, and reduce our costs. Because of this, we purchase local goods and services and employ local people whenever possible.</p> <p>The Local Procurement and Contracting Standard requires Community Relations and Supply Chain teams to develop the capacity of local and regional suppliers and increase their</p>		<p>access to mine contracts and supplier opportunities. When we integrate local suppliers into our procurement systems, we are helping diversify local economies, and we also have the potential to drive down the costs of goods and services used at our mines.</p> <p>Barrick also requires sites to develop plans to guide local employment efforts over the life of the mine. Our Human Resources teams develop and lead these local employment plans, supported by the Community Relations group. In general, these plans integrate recruitment and retention of local employees into the broader human resources approach. This includes an assessment of the skills and capabilities available in the local community, the development of recruitment and retention programs targeted specifically at local communities, guidance on helping address skills shortages, and the creation of a culturally appropriate work environment.</p> <p>In addition to the Local Procurement and Contracting Standard, we have also developed a Local Content Framework to further support the efforts of our procurement and human resources teams. The Framework details the steps that sites can take to develop effective local employment and local procurement programs, which reflects international best practice.</p>		
<b>202-2</b>	Proportion of senior management hired from the local community at significant locations of operation	<b>Social and Economic Development</b>	ICMM <b>6</b>	UNGC
<b>SENIOR SITE MANAGEMENT FROM THE LOCAL COMMUNITY – 2016<sup>ii, iii</sup></b>				
<b>BARRICK TOTAL</b>				<b>23%</b>
ARGENTINA				33%
CHILE				26%
CANADA				83%
DOMINICAN REPUBLIC				19%
PERU				0%
UNITED STATES				95%
ZAMBIA				0%

<sup>2</sup> Barrick's management approach to economic performance and market presence are detailed together in Barrick's online 2016 Responsibility Report.




MM	Proportion of total workforce from the local community	Social and Economic Development	ICMM	UNGC	
			6		
<b>EMPLOYEES FROM THE LOCAL COMMUNITY<sup>iii</sup> (2016)</b>					
<b>BARRICK TOTAL</b>				<b>51%</b>	
ARGENTINA				15%	
CHILE				14%	
CANADA				64%	
DOMINICAN REPUBLIC				37%	
PERU				11%	
UNITED STATES				91%	
ZAMBIA				40%	

	GRI	<b>Indirect Economic Impacts<sup>3</sup></b>			
	203				
203-1	Infrastructure investments and services supported	Social and Economic Development	ICMM	UNGC	
			9		
<b>TYPE OF COMMUNITY INVESTMENTS – 2016</b>					
<b>BARRICK TOTAL</b>				<b>\$</b>	<b>21,900,000</b>
ARTS, CULTURE & SPORTS				\$	1,120,000
COMMUNITY ENGAGEMENT				\$	1,430,000
ECONOMIC DEVELOPMENT				\$	5,030,000
EDUCATION				\$	7,580,000
ENVIRONMENT				\$	860,000
HEALTH				\$	900,000
INFRASTRUCTURE				\$	2,650,000
OTHER ACTIVITIES				\$	2,330,000
203-2	Significant indirect economic impacts	Social and Economic Development	ICMM	UNGC	
			9		
<p>Indirect economic impacts are the result of the interactions we have with stakeholders and are an important part of our overall economic contribution. While difficult to precisely quantify, these include the impacts of our employees, contractors and the employees of supplier industries spending their payments, wages, and salaries. They also reflect economic impacts associated with improvements in community health and livelihoods (e.g., access to clean water, medical support and education facilities). A <b>2012 study</b> by the World Gold Council in Peru found that a multiplier of 1.9 to 3.8 could be factored into mining's contribution to a country's gross domestic product. The same study identified a 1.9 employment multiplier. This means that every job we create at one of our Peruvian mines, for example, contributes to an additional 1.9 jobs in Peru. In other countries, this employment multiplier can be as high as 3 (e.g., in Argentina, according to recent <b>research by KPMG</b>).</p>					

<sup>3</sup> Barrick does not have a separate management approach for indirect economic impacts. Our approach to economic contributions to the countries where we operate more broadly is described in GRI Indicators 201, 202 and 204.



	<b>GRI</b>	<b>Procurement Practices</b>				
	<b>204</b>					
<b>204</b>	Management Approach		Supply Chain	ICMM	UNGC	
				1		
<p>We believe that responsible economic development can and should improve the lives of stakeholders in the regions where we operate. When done responsibly, economic development is a contributor to a broad spectrum of positive impacts. Through local procurement, for example, the presence of our operations can directly help host communities and individuals enjoy the rights to work, to food and property, and to an adequate standard of living.</p> <p>We developed a Local Procurement Standard in 2013. The Standard was implemented in 2014 under the direction of the Community Relations group.</p> <p>To support these efforts, Barrick has also put in place a local content framework. The development of the framework was a collaboration with all groups impacted by local content policies, including Supply Chain leads, Community Relations, Human Resource leads, mine General Managers,</p>			<p>country Executive Directors, construction managers and Project Directors. This framework outlines the steps needed to develop local employment and local procurement programs, referencing best international practice and embedding lessons learned from other Barrick sites. An important emphasis is on engaging with internal end users on the mine site and making sure local content programs align with their needs and concerns. For more information on our activities regarding local procurement practices, see <b>Social and Economic Development</b>.</p> <p>Along with buying locally when possible, Barrick often works with regional government economic development committees, where they exist, to help our suppliers diversify so that the eventual closure of a mine will not impose undue hardships on local businesses. See <b>Mine Closure</b> for more information.</p>			
<b>204-1</b>	Proportion of spending on local suppliers		Social and Economic Development	ICMM	UNGC	
				2 9 10		

**ECONOMIC CONTRIBUTIONS – 2016**

	BARRICK		ARGENTINA		CANADA		CHILE		DOMINICAN REPUBLIC		PERU		UNITED STATES		ZAMBIA	
<b>TOTAL PURCHASES</b>	\$ 3,159,320,000		\$ 404,260,000		\$ 387,630,000		\$ 78,660,000		\$ 500,600,000		\$ 305,800,000		\$ 1,146,150,000		\$ 336,220,000	
LOCAL PURCHASES <sup>iii</sup>	7%	\$ 220,290,000	2%	\$ 6,080,000	10%	\$ 38,850,000	3%	\$ 2,280,000	4%	\$ 19,690,000	5%	\$ 14,120,000	12%	\$ 134,640,000	1%	\$ 4,630,000
REGIONAL PURCHASES	14%	\$ 456,020,000	41%	\$ 164,700,000	66%	\$ 255,850,000	34%	\$ 27,140,000							2%	\$ 8,330,000
NATIONAL PURCHASES	64%	\$ 2,012,240,000	46%	\$ 185,850,000	8%	\$ 31,000,000	61%	\$ 48,010,000	46%	\$ 230,840,000	92%	\$ 282,720,000	85%	\$ 974,730,000	77%	\$ 259,090,000
INTER-NATIONAL PURCHASES	15%	\$ 470,770,000	12%	\$ 47,630,000	16%	\$ 61,930,000	2%	\$ 1,230,000	50%	\$ 250,070,000	3%	\$ 8,960,000	3%	\$ 36,780,000	19%	\$ 64,170,000



	<b>GRI</b> <b>205</b>	<b>Anti-Corruption</b>			
<b>205</b>	<b>Management Approach</b>	<b>Ethical Business Conduct</b>	<b>ICMM</b> 1	<b>UNGC</b> 10	
<p>With thousands of employees, suppliers, and contractors, working in highly diverse countries, the possibility of exposure to potential incidents of bribery and corruption is real, which can present risks to companies like ours that operate around the globe.</p> <p>Not only is corruption contrary to our values of integrity and responsibility, it also erodes the social fabric of the communities where we operate.</p> <p>At Barrick, we insist that all of our interactions are conducted in an ethical, honest and accountable manner and in accordance with all applicable laws and regulations.</p> <p><b>Our Approach</b></p> <p>We have a <b>Code of Business Conduct and Ethics</b>, which identifies our obligations, as a company and as individuals, directors, officers, employees, and contractors, to comply with all applicable laws and to avoid and report bribery and corruption wherever we work.</p> <p>Barrick also has a global <b>Anti-Corruption Policy</b> and Compliance Program that helps our conduct adhere to Canada’s Corruption of Foreign Public Officials Act, the U.S. Foreign Corrupt Practices Act, and applicable anti-bribery and anti-corruption laws in other countries where we operate.</p> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>● In 2016, the Company met or exceeded internally set Key Performance Indicators (KPIs) related to anti-corruption. These included:             <ul style="list-style-type: none"> <li>» <b>Tone from the Top:</b> More than 450 ethics messages from senior corporate and site leaders were delivered to employees in 2016. In “effectiveness” testing through Sarbanes-Oxley scores, 98% percent confirmed basic knowledge of our anti-corruption policy.</li> <li>» <b>Anti-Corruption Live Training:</b> 100% of relevant employees, identified on a risk-tiered basis, received live anti-corruption training. In “effectiveness” testing through Sarbanes-Oxley scores, 98% percent of employees confirmed basic knowledge of our</li> </ul> </li> <li>● anti-corruption policy. In total, 1,400 employees received live anti-corruption training and an additional 3,000 employees received online training.             <ul style="list-style-type: none"> <li>» <b>Vendor Onboarding:</b> Over 95% of new mining operations third-party vendors (more than 1,100 vendors) were onboarded as per the Vendor Onboarding Standard, which included anti-corruption due diligence.</li> <li>» <b>Intermediaries and Government-affiliated Vendors:</b> Over 99% of new intermediaries and government-affiliated vendors identified (110 in total) received enhanced due diligence in 2016.</li> </ul> </li> <li>● In 2017, the Code of Business Conduct and Ethics was revised and updated to make it less formal, more closely connected to our core values, and more user friendly by incorporating clear examples and a section of frequently asked questions.</li> <li>● Barrick continues to participate in a number of multi-stakeholder groups, including the Business for Peace Initiative, the UN Global Compact’s Global Supply Chain Working Group, and the Human Rights &amp; Labor Working Group. We also led the creation of an e-book on anti-corruption compliance for the Global Compact Network Canada, participated in an anti-corruption working group for the mining industry with TRACE International, acted as a Subject Matter Expert for the Canadian Centre on Anti-Corruption, and actively participated in additional panels and conferences. Collective action with industry peers, local governments, and civil society is an important way to make progress on challenging societal issues.</li> <li>● <b>Code of Conduct Violations:</b> Barrick expects employees and Board directors to take all responsible steps to prevent a violation of this Code, to identify and raise potential issues before they lead to problems, and to seek additional guidance when necessary. In the past year our employees raised concerns about potential violations of the Code either through local channels or through our formal reporting channels, including the confidential hot-line.</li> </ul>					



- **Code of Conduct Training:** To communicate our high expectations of ethical behavior as clearly as possible, Barrick continued to provide mandatory training on the Code to all new employees in 2016. In addition, all employees in administrative offices, and supervisors or above at mine or project sites, are required to undertake annual refresher training on the Code. In total, approximately 4,500 employees received focused anti-corruption training in 2016.

### Anti-Corruption Compliance Program

Our comprehensive global Anti-Corruption Compliance Program helps us adhere to Canada's *Corruption of Foreign Public Officials Act*, the U.S. *Foreign Corrupt Practices Act*, and applicable anti-bribery and anti-corruption laws in other countries where we operate. The program seeks consistency with the stated expectations of U.S. and Canadian regulatory authorities, and is overseen by the Audit Committee of the Board of Directors.

The program includes:

- Detailed procedures governing government agreements, government support, and higher-risk transactions, including political donations, charitable contributions, and government-related direct and in-kind support, *per diems*, meals, gifts, entertainment, and travel;
- Guidance materials in key areas (including risk assessments, invoice red flags, onboarding and monitoring intermediaries, asset acquisitions and joint ventures, and government-related support);
- Focused training and education activities;
- Due diligence of potential and actual employees and relevant vendors;
- Scrutiny of government intermediaries and agents;
- Treatment of charitable contributions as higher-risk payments subject to enhanced processes;
- Frequent communications from Company leaders;
- Risk assessments and systems and process testing, focusing on higher-risk geographies; and
- Diligence associated with joint ventures and acquisitions.

### Reporting

Barrick expects all employees, officers, and directors to identify and raise concerns about unethical business conduct, including potential bribery or corruption issues. When corruption concerns are raised, independent investigations are conducted. In support of this, we have established a clear and confidential reporting framework that:

- Allows for employee concerns to be raised properly;
- Includes internal procedures surrounding potential Code violations reporting to appropriate levels of management and the Audit Committee of the Board as appropriate; and
- Includes a strong anti-retaliation statement for those who do raise concerns in a timely and good faith manner.

Under our procedures, we may voluntarily report information regarding corruption or fraud concerns and the results of an investigation we carry out to law enforcement, regulatory authorities or others, and cooperate with investigations that public authorities may undertake. We also will undertake appropriate disciplinary action up to and including termination of employees and third parties involved in unethical business conduct.

### Transparency

Barrick believes that revenue transparency and reporting on our relevant programs, whether through the **Extractive Industries Transparency Initiative** (EITI), the *Extractive Sectors Transparency Measures Act* (ESTMA) or the Global Reporting Initiative (GRI), can be a powerful tool against corruption and in support of ethical business conduct.

Barrick was the first Canadian mining company to be a signatory to EITI. Since 2006 we have voluntarily reported detailed country-by-country information, including environmental and social data and the taxes and royalties we have paid to governments around the world. We also participate in the annual **CDP Climate Change and Water Disclosure** process, providing investors and other interested stakeholders with information on our water and energy use and emission data.

205-1	Operations assessed for risks related to corruption	Ethical Business Conduct	ICMM	UNGC	
			1	10	
<p>Each year, Barrick conducts a global risk assessment of all (100%) of Barrick sites for risks related to corruption; we then conduct periodic in-depth site-level assessments for medium- and high-risk sites. In 2016, the Company completed anti-corruption self-assessments at Lumwana and Veladero. These and other assessments identified areas where communication between functional units and compliance can be strengthened.</p>					



	GRI				
	301	<b>Materials</b>			
301	Management Approach	Materials	ICMM	UNGC	
			1	8	
<p>Our sites use a wide range of materials – including explosives, processing reagents, and fuels – in their day-to-day operations. If not properly managed, these materials can pose a risk to the environment and the health of our employees and local communities.</p> <p><b>Our Approach</b></p> <p>We work to manage chemicals and materials at our operations in a safe and responsible manner. We are guided in our approach by the Standards included in our Environmental Management System and Safety and Health Management System. As part of management systems, we regularly assess and rank risks, including those posed by use of hazardous materials, and then institute controls to manage those risks.</p> <p>The use of sodium cyanide, explosives, electricity, other chemicals or reagents and fuels at our mining operations is monitored based on national regulations and global best practices, including the <b>International Cyanide Management Code</b>.</p> <p><b>Process Materials</b></p> <p>We use consumables and reagents in the extraction of gold and copper from the ores we mine. Key consumables include fuels, explosives, sodium cyanide, nitric and sulfuric acids, sodium hydroxide, and lime, among others. Our key process materials are consumed in our mining and processing applications; therefore, we buy them new and are not able to recycle them. Our Environmental Management System requires that we have controls in place to manage these materials responsibly throughout the mining process and from “cradle to grave”, which includes transportation, storage, usage and final disposal if required. Environmental Health and Safety Regulations also dictate how these substances are managed.</p> <p><b>Explosives</b></p> <p>In any construction or mining activity, explosives are used to break rock. Safety procedures and controls are in place at our operations related to storage, transportation, handling and use of explosive materials such as ammonium nitrate fuel oil (ANFO) and emulsions.</p>		<p><b>Electricity</b></p> <p>Barrick’s operations consume and/or generate energy in the form of electricity. Most of our electricity is purchased from utilities or other generators, or from regional and national grids. A few of our more remote mines generate their own electricity using either diesel- or natural gas-fired generators. We are engaged in ongoing programs to optimize energy efficiency and are committed to increasing our use of renewable energy, such as solar and wind energy generation, where practical.</p> <p><b>Fuels</b></p> <p>We use a variety of different fuels at our operations around the world, including diesel, gasoline, propane, natural gas and fuel oil. We have measures in place to prevent fuel spills and to contain fuels should spills happen, in order to protect people and the environment. These measures include designing and constructing appropriate storage and piping, the use of multiple levels of spill containment, appropriate training of employees and contractors, and routine inspection and monitoring of storage facilities. Preventive maintenance programs for vehicle fleets and stationary power equipment also reduces the risk of spills. As a result, spills and leaks are detected quickly, the fuels are most often captured within containment, and long-term environmental impacts are prevented or mitigated.</p> <p><b>Cyanide</b></p> <p>Cyanide and an oxidant (such as oxygen) in solution are generally required to dissolve gold from ore. After 100 years of use and research, cyanide remains the predominant means by which gold is extracted from ore. It is a hazardous substance that can be harmful to people and animals above certain levels. Therefore, at each of our operations, we have rigorous procedures in place for the safe transport, storage, handling and disposal of cyanide. As of 2016, all Barrick-operated sites that use sodium cyanide are Cyanide Code certified.</p> <p>Sodium cyanide is used at seven of our owned or operated gold mining operations. The remaining two operations do</p>			

not use cyanide: one does not process ore and the other is a copper mine<sup>iv</sup>.

The Cyanide Code, developed by the **International Cyanide Management Institute (ICMI)**, of which Barrick is a member, provides best practices for transporting, storing, using and disposing of cyanide. Developed under the auspices of the United Nations Environment Program (UNEP), the Cyanide Code is the product of multi-stakeholder input and is supported by environmental advocacy groups around the world. The ICMI monitors adherence to the Cyanide Code through independent third-party audits. Sites are required to be re-certified by ICMI every three years. Audit documents and other information on Barrick's compliance with the Cyanide Code is available on the ICMI's [website](#).

Three Barrick-operated sites were audited and found to be in compliance with the Cyanide Code in 2016: Hemlo, Goldstrike, and Cortez.


### Transportation, Recycling & Reuse

Materials are transported to and from our mines most often by contractors. Our **Supplier Code of Ethics** requires suppliers to mitigate the risk for environmental and safety and health impacts. Transporters must have emergency procedures in place to anticipate, assess and respond to emergency situations in order to minimize any environmental impacts and protect people.

The company's focus on materials conservation has led to the establishment of recycling and reuse programs at our operations. A variety of materials are recycled, depending on the recycling facilities available near each location, and can include scrap metals, used oil, batteries, tires, antifreeze, wooden pallets, drums, paper products, plastic and glass. Re-use programs, such as tire re-treading and burning used oil for energy, are in place at several operations. Our business is resource extraction and does not involve manufacturing. Therefore, we do not have the opportunity to use materials that are wastes from external sources to create our products.

301-1	Materials used by weight or volume	ESG Data Tables	ICMM	UNGC	
			6	8	
<b>MATERIALS USED (METRIC TONNES) – 2016</b>					
CYANIDE			11,583.68		
CALCIUM HYDROXIDE (LIME)			498,079.30		



	GRI				
	302	<b>Energy</b>			
302	Management Approach <sup>4</sup>	<b>Energy Use &amp; Climate Change</b>	ICMM	UNGC	
			1	8 9	
<p>Mining is an energy-intensive business. From blasting and hauling to crushing and processing, energy is used at every stage of the mining process and represents a significant portion of our overall costs.</p> <p>We also understand the important link between energy use and climate change. Barrick considers climate change to be a Company, community, and global concern. By effectively managing our energy use, we are able to reduce our greenhouse gas (GHG) emissions, achieve more efficient production, reduce our draw from local energy grids, and save a significant proportion of our direct mining costs. Managing our energy use is therefore a business imperative.</p> <p><b>Our Approach</b></p> <p>Conservation, energy efficiency and alternative energy sources form our core energy strategies. Barrick’s Energy Management Policy establishes requirements for the effective administration and control of all energy sources (fuel, power, explosives) used by the Company. Throughout the mining process, our approach to managing energy use and climate change is informed by our Environmental Management System and associated Standards.</p> <p>As part of the Company’s energy strategy, Barrick has put in place a Five-Year Energy Plan with a goal of reducing energy costs by at least 10 percent. By the end of 2017, Barrick plans to conduct a climate change risk assessment and establish targets around climate change. The year 2014 will be used as the new global baseline for GHG and energy reduction target setting.<sup>5</sup></p> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>In 2016, we made significant progress towards our goal of reducing energy costs by 10% by 2019, by reducing our spending on energy by 45% from our 2014 baseline<sup>1</sup>, from \$880 million in 2014 to \$489 million in 2016.</li> </ul>		<ul style="list-style-type: none"> <li>In 2016, Barrick developed a real-time Energy Management Information System (EMIS) pilot project at Pueblo Viejo that leverages our internal systems to provide dynamic dashboards on energy use, costs, GHG emissions, Mass-Energy Balances, drill-down capability to asset level information, and measurement and verification (M&amp;V) capabilities to validate the actual savings from energy projects and data analytics. Lessons learned from this real-time pilot EMIS project can now be applied to other mines as part of the Digitization Initiative.</li> <li>Barrick increased our total energy use to 44,228,302 GJ in 2016, compared to our 2014 baseline (44,183,211 GJ). In terms of intensity, Barrick actually reduced its energy intensity from 5.33 GJ/oz (2014 baseline) to 5.11 GJ/oz in 2016. In other words, Barrick was 4% more energy-efficient in producing gold in 2016 compared to 2014.</li> <li>In 2016, approximately 36% percent of our electrical power, both self-generated and purchased, was sourced from renewables. Barrick is fortunate that in many of the areas (Zambia, Nevada, Peru, and Ontario) in which it mines, the grid-supplied power has a high level of renewable integration. For self-generating mines like Pueblo Viejo and Veladero, Barrick continues to look at efficiency improvements, fuel switching, connecting to the grid and renewables as a way to reduce the costs and carbon footprint associated with our power needs.</li> </ul> <p><b>Our Priorities</b></p> <ul style="list-style-type: none"> <li>We will continue our efforts to reduce energy costs by at least 10 percent, in line with our Five-Year Energy Plan.</li> </ul> <p><b>Barrick’s Five-Year Energy Plan</b></p> <ul style="list-style-type: none"> <li>In 2014, Barrick developed a Five-Year Energy Plan with the goal of reducing energy costs by at least 10 percent.</li> </ul>			

4 Barrick’s online 2016 Responsibility Report reports on the Company’s approach to energy use and climate change as one issue. We have duplicated the relevant content in for inclusion in the energy and emissions sections of this index.  
 5 These initiatives are still in the early stages of development and there are currently no specific targets in the Five Year Energy Plan other than reducing energy costs by 10%.

To accomplish this, the company is exploring a range of energy initiatives for the short, medium and long term, including fuel substitution, renewable energy opportunities, lighting upgrades (such as moving to LEDs), the use of variable-frequency drives (VFDs), energy contracts, ore movement options, compressed air, smart grids, mine electrification, biofuels and waste heat recovery.

In addition to these initiatives, Barrick has implemented a Monthly Energy Reporting System (available to all staff via Barrick's intranet) that provides detailed insights into our energy usage, costs, areas of opportunity, key performance indicators, and the ability to track and validate energy savings.

### Energy Initiatives

Over the past several years, all of our operations have conducted energy self-assessments to identify areas for improvement in energy efficiency and conservation. We have identified a wide variety of opportunities that range from increased energy awareness education, to improved ventilation fan monitoring, to enhanced fuel-management programs.

Many of the opportunities that have been identified will be able to be implemented without additional capital. For example, Barrick has begun negotiating non-capital-based strategies and entering partnerships that will allow us to use the energy savings stream from a project to finance the project. This will reduce the need for capital, expedite the implementation of projects, provide new resources and increase the number of projects that can be implemented to reduce energy costs and GHG emissions.

Fuel switching is another strategy we are exploring that will enable a site to reduce costs with little to no capital investment. For example, the Quisqueya I power plant, at the Pueblo Viejo mine in the Dominican Republic, is a dual-fuel system that can operate on heavy fuel oil, diesel, biofuels, or natural gas. We are currently evaluating a switch from heavy fuel oil to liquid natural gas, which would reduce operating cost while lowering our GHG emissions.

Similar efforts are being made in regard to switching haul trucks from diesel to natural gas (liquid natural gas [LNG] or high-density compressed natural gas [HDCNG]) at our Nevada operations to reduce operating costs, and GHG and particulate matter emissions.


Detailed Energy Workshops held at our mine sites have identified and quantified many new opportunities ranging from LED lighting, variable frequency drives and compressor plant improvements to heat recovery for power production, renewable energy opportunities and improved material movement systems.

In the long term, we are looking for opportunities to develop energy efficient, "low-carbon" mines, which can similarly drive down costs and emissions. For example, current diesel haul truck technology for moving materials has a high-energy intensity compared to electric-based options like conveyors and rail (up to 75 percent in potential energy savings). Electric-based material movement opportunities also open up new renewable energy and regeneration-based complementary strategies, as well.

302-1	Energy consumption within the organization	Energy Use & Climate Change	ICMM	UNGC
			6 9	8 9
<b>ENERGY CONSUMPTION WITHIN THE ORGANIZATION – 2016</b>			<b>GJ</b>	<b>MWH</b>
A) NON-RENEWABLE FUEL			32,637,596.36	9,065,998.99
B) RENEWABLE FUEL			211,165.88	58,657.19
C) ELECTRICITY CONSUMPTION			878,053.69	3,160,993.05
D) ELECTRICITY SOLD			–	–
<b>E) TOTAL ENERGY CONSUMPTION</b>			<b>33,726,815.87</b>	<b>12,285,649.23</b>
302-3	Energy Intensity	Energy Use & Climate Change	ICMM	UNGC
			6 9	8 9

In 2016, Barrick consumed 5.11 GJ of energy (fuel and electricity consumed within the organization) for every ounce of gold produced.



	GRI				
	303	<b>Water</b>			
<b>303</b>	Management Approach	<b>Water Management</b>	ICMM	UNGC	
			1	8 9	
<p>Water is a shared, vital, and often scarce resource. As mining is a water-intensive industry, our activities, if not properly managed, have the potential to negatively impact the quality and availability of water for other users.</p> <p>At Barrick, we strive to use only what we need and to reduce our impact on other water users in the countries and communities with whom we partner. This is not only the responsible and ethical thing to do, it makes good business sense. If we do not live up to our commitment to manage water responsibly, we know that it weakens our partnerships with governments and communities. That is why we must maintain strong water-management capabilities and risk-management practices everywhere we operate.</p> <p><b>Our Approach</b></p> <p>Our water use, through all stages of the mining life cycle, is guided by Barrick’s Water Management Framework. The Framework is designed to facilitate site-based water stewardship that brings value to the Company while protecting our people, our partners, and the environment. It is based on three pillars:</p> <ul style="list-style-type: none"> <li> <p><b>Assess:</b> We first assess our water-related risks and water conservation opportunities through rigorous analysis. Water stewardship will be integrated into life-of-mine planning in a systematic way, factoring in considerations like long-term water balance and cumulative impacts. We try to proactively identify water risks across the mine lifecycle and we put in place the right talent, the right plans and the right resources to effectively manage and mitigate these risks at all of our sites.</p> </li> <li> <p><b>Assure:</b> We responsibly manage water resources by updating our standards, guidelines, assurance reviews and audits to mitigate our risks and continuously improve our performance. Though every site has distinct characteristics and circumstances, these procedures provide consistency to our assessment and assurance processes. At its core, this follows a simple structure and each site must address a number of key considerations: what are your risks, what is your mitigation plan, what are your resources, how much will it cost to implement your</p> </li> </ul>		<p>plan, when will it be implemented, and what are the key milestones?</p> <ul style="list-style-type: none"> <li> <p><b>Collaboration:</b> We engage continuously across our business to provide to all water-accountable people at Barrick the tools to share information, collaborate, innovate and build institutional knowledge. We will also engage continuously with other water users in our host countries and communities, and beyond, seeking their input and feedback on our plans and sharing information about how we use and manage water.</p> </li> </ul> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li> <p>In 2016, Barrick developed a Water Management Framework. The Framework is designed to facilitate site-based water stewardship that brings value to the Company while protecting our people, our partners and the environment. It is being introduced in early 2017 and will guide our water management strategy going forward.</p> </li> <li> <p>Barrick achieved a Leadership score of A- in our 2016 CDP Water response. The response details our actions to manage water and mitigate water risk.</p> </li> <li> <p>In 2016, Barrick created the position of Vice President, Water Management to assist our projects, operations, and closed sites in putting in place the right talent, plans, and resources to effectively manage water-related risks, both current and emerging.</p> </li> <li> <p>Barrick has water-monitoring programs with communities located near our operations in Peru, Argentina, Zambia, Canada and the Dominican Republic.</p> </li> <li> <p>Following an <b>incident</b> at our Veladero mine in 2016 (described below), Barrick has made water management in South America a priority:</p> <ul style="list-style-type: none"> <li> <p>On September 8, 2016, ice rolling down the slope of the leach pad at Veladero damaged a pipe carrying process solution, causing some material to leave the leach pad. This material, primarily crushed ore saturated with process solution, was contained on the mine site and returned to the leach pad.</p> </li> </ul> </li> </ul>			



Extensive water monitoring in the area conducted by the Company has confirmed that the incident did not result in any environmental impacts. For further information on this incident and the incidents at Veladero in 2015 and 2017, see **Significant Incidents**.

## Priorities In 2017

- Zero severe water-related environmental incidents.
- Digital transformation. Barrick will continue to implement technology to automate water monitoring and decision making, increase the efficiency and effectiveness of our systems, and improve transparency with our stakeholders. As our digital transformation progresses, we plan to expand our digital water-monitoring program from Pascua to other sites; we believe this is the level of transparency that our partners expect.
- Update standards. A key element of the water-management framework will be to revise our Water Conservation Standard to bring clarity to water-related requirements and align the requirements with the framework and current global water standards. As part of this effort, we will build guidelines to support our updated Water Conservation Standard that guides sites as to how water resources should be characterized, managed, and reported.
- Integrate water resource planning in our business planning process. As part of these efforts, we will develop a risk-screening tool that can be used for each site to assess major risks and critical controls. We will then work with the sites to digitize these critical processes.
- Develop internal metrics to track Barrick's performance benchmarked against industry peers. We will then define key performance metrics to drive internal performance.
- Develop an internal water community within Barrick. We will connect water-accountable Barrick people across the organization to share, collaborate, innovate, and build institutional knowledge and competency.

## Water Quality

In order to safeguard and protect basin water resources, we must understand and report our water performance. All of our mines have established water-monitoring networks to monitor the quantity and quality of the basin water resources.

At some of our operations, water used for processing or encountered in mining is thoroughly treated and put back into the environment. This is done according to strict standards, and we continuously monitor the quality and quantity of any discharged water. Permit limits or legal standards govern the concentrations of certain constituents that can be discharged in the water. We also monitor groundwater and surface waterways downstream to confirm that negative impacts on the local environment have been minimized by our mitigations.

As part of the mine closure plan at Pierina, the site constructed water treatment plants and a large sedimentation pond to safeguard water resources downstream.

If water quality parameters were to exceed permissible limits, we would report it to the relevant government agencies immediately. Our management leadership teams and environmental specialists share monitoring data routinely with the appropriate local authorities at all our operations. We also invite and welcome local authorities and stakeholders to regularly inspect our mine and water-management facilities.

## Water Conservation

Barrick operates in a number of arid and semi-arid regions where we preferentially use brackish or saline water to meet our water needs. Along with reducing costs and maximizing the availability of fresh water for other community users, using saline water also reduces soil salinity, which can be a serious problem for farmers and ranchers in arid areas.

We utilize the "fit for use" principle to conserve fresh water by prioritizing the use of water with poor quality wherever possible instead of fresh water, and by recycling and reusing as much water as we can. An example of this is when a water outflow from one activity is used for another – such as wash-bay water being used for dust suppression following necessary treatment – or when gold-laden processing water is stripped of the gold and the water is then re-circulated back through the processing system. Barrick has made significant advances in metallurgical technologies for the gold and copper concentration process to reduce freshwater demand and reduce costs associated with water. We understand that fresh water is a valuable resource and only consume it when necessary for demands such as reagent mixing and domestic water supply. The majority of our water demand is met by brackish or recycled sources.



Barrick also engages and collaborates with other water users, such as agricultural producers, to pursue sustainable management of water resources. In communities that lack clean water, we have programs in place to help maintain fresh water supplies. For example, through public-private partnerships, Barrick has **supported the construction** of 41 aqueducts, which are increasing water access for about 12,000 people in 26 communities near Barrick's Pueblo Viejo mine in the Dominican Republic.

## Water Risk

Barrick employs a variety of tools to assess water-related risks.

- The Company applies the **World Business Council for Sustainable Development's Global Water Tool** to identify high and medium risk sites at country level;
- We plot our operations on the Global Monthly Water Scarcity map which is linked to the Water Footprint Network to assess stress at watershed level;
- We evaluate social water risk using the **WWF Water Risk Filter**; and
- We assess biodiversity water risk with IBAT4 (**Integrated Biodiversity Assessment Tool**) database.

In addition, Barrick's Water Conservation Standard requires projects, operations, and closure sites to:

1. Develop and implement a water management plan, identify key water risks and opportunities, and support water planning;
2. Establish minimum criteria for monitoring, analysis and reporting of water data;
3. Establish a consistent approach for maintaining a sustainable site water balance; and
4. Establish a consistent approach to conduct water management risk assessments annually, and to analyze community relations, and social and biodiversity information.

We also monitor regional or local drought conditions if applicable. For example, Barrick closely follows the National Integrated Drought Information System for Nevada, USA, as part of site level water risk analysis. We also look for any potential linkage to mine water usage.

Barrick's Community Relations Standard requires all high risk sites to annually complete a Social Risk Assessment based on Barrick's Formal Risk Assessment Process. Sites with high social risks related to water are able to assess inherent risks, review the effectiveness of current controls and develop additional controls, if necessary. The Social Risk Assessment informs the Community Relations annual work plan which is documented in a Site Social Management Plan. Outcomes from the Social Risk Assessment are reported to site and corporate senior management quarterly. High risks are also reported to the Board of Directors through the Community Relations and Corporate Social Responsibility Board Report.

We also recognize that a wide range of supplies, from heavy equipment and tires to explosives and chemical agents, are needed for our operations. The production of these involves complex processes, various industries and multi-level supply chains, all of which have requirements for good quality fresh-water on which we are indirectly reliant. Recognizing this dependency, as part of our risk assessment process, we also assess our supply chain for water-related risks.

## Transparency

Transparency is the currency of trust, and integral to how we manage water. Our environmental specialists share monitoring data with appropriate local authorities, and the mine's water treatment facilities are inspected regularly by local authorities. We also publish detailed Company-wide water data **online** and are long-time participants in the **CDP's annual Water Program**. As part of its water initiative, the ICMM is developing a consistent and simple, yet robust, water reporting **approach** for the mining and metals industry based on the **Mineral Council of Australia's Water Accounting Framework**. Barrick fully intends to report to this framework once it is complete.

In 2016, Barrick introduced **live water monitoring** at the Pascua project as part of our efforts to strengthen community trust at the site.

Barrick also actively engages with local communities on water-related matters through community participatory water-monitoring programs and other forms of communication. In participatory monitoring, Barrick's environment and community relations teams partner with local community members to collaboratively monitor water quality. By gathering

data and viewing results side by side, these programs increase transparency in our processes, underscore our confidence in the measures and systems in place to maintain water quality, and, ultimately, help build trust with our partners who share this essential resource with us.

At Pueblo Viejo, Barrick has conducted 20 participatory environmental monitoring sessions with the local community since the program began.

303-1	Water withdrawal by source	Water Management	ICMM	UNGC	
			6 9	8 9	

**WATER WITHDRAWAL<sup>1</sup> (MM<sup>3</sup>) – 2016**


FRESH SURFACE WATER	27,734.046
BRACKISH/SALINE SURFACE WATER	1,005.492
FRESH GROUNDWATER	15,631.731
BRACKISH/SALINE GROUNDWATER	3,362.494
MUNICIPAL WATER	46.831
<b>TOTAL</b>	<b>43,780.595</b>

<sup>1</sup> Barrick currently does not purposely harvest rainwater for water supply or track rainwater use. The Company also does not currently receive wastewater from other organizations

303-2	Percentage and total volume of water recycled and reused	Water Management	ICMM	UNGC	
			6 9	8 9	

Approximately 78% of the water Barrick used (142,818,730L) was recycled in 2016.



	GRI				
	304	<b>Biodiversity</b>			
304	Management Approach	Biodiversity	ICMM	UNGC	
			1	8	
<p>Biodiversity forms the basis of many ecosystem services. These include the provision of fresh water and of raw materials such as food and fuel, climate regulation, soil formation, and recreational services, which keep people, and the natural environment, alive and healthy.</p> <p>We recognize that our mining activities can have an impact on local biodiversity and the provision of these essential services. We see biodiversity loss as both a regulatory risk and a risk to our relationships with host communities. One of our fundamental responsibilities is to remediate, as effectively as possible, our impacts to the environment.</p> <p><b>Our Approach</b></p> <p>Throughout the mining process, we follow the guidance provided by our internal Environmental Management System and associated Standards, along with guidance provided by the <b>International Council on Mining and Metals (ICMM)</b>, to determine how to manage our impacts on biodiversity. We are committed to engaging with local communities, including Indigenous Peoples, regarding these impacts.</p> <p>To put this into practice, Barrick has in place a Biodiversity Standard, which establishes minimum standards for the management of biodiversity at all exploration, project, operating and closure sites.</p> <p>We aspire to safeguard, manage, and eventually reclaim lands, with a focus on protecting biodiversity.</p> <p>We have determined that a “no net loss” approach would be difficult to demonstrate at our older, established mine sites, where original baseline data is not always available. Recognizing this limitation, the Biodiversity Standard and our management approach are focused on ways to achieve beneficial outcomes for potentially impacted key biodiversity features at new projects and major expansions of existing properties. This includes combining the elements of the Mitigation Hierarchy of avoidance, mitigation and restoration programs with biodiversity offsets and/or other conservation actions, so landscapes in the regions benefit over time from our presence. Nonetheless, all of our mines are managed with the goal of minimizing impacts on biodiversity.</p>		<p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>• Barrick’s updated Biodiversity Standard went into force as of January 1, 2016. Though applicable to all projects, it focuses on new projects achieving beneficial outcomes*.</li> <li>• On March 15, 2015, Barrick signed a Bank Enabling Agreement with the Department of the Interior through the U.S. Fish and Wildlife Service (USFWS) and the Bureau of Land Management (BLM) to voluntarily mitigate impacts to sage grouse habitats near our mines in Nevada. All parties to the agreement agreed to use The Nature Conservancy’s Conservation Forecasting Tools to build a Habitat Conservation Bank to compensate for significant residual impacts of future mining activities. Our 2016 activities were focused on developing programs within Barrick’s Mitigation Bank to preserve and restore sage grouse habitats. In addition to our commitment to restore habitats for sage grouse, Barrick established a Conservation Council of company leaders in Nevada and proudly celebrated 25 years of partnership for wildlife conservation through:             <ul style="list-style-type: none"> <li>» Partnership with wildlife conservation organizations (e.g. The Nature Conservancy’s Nevada Chapter, Nevada Bighorns Unlimited, Rocky Mountain Elk Foundation, Ducks Unlimited);</li> <li>» Partnership for habitat improvement field projects;</li> <li>» In-kind support of habitat improvement field projects; and</li> <li>» Volunteerism by our employees and their families on habitat improvement field projects.</li> </ul> </li> <li>• As part of our commitment to look for opportunities to improve conservation at our sites and the landscapes in which we operate at a global level, we continue to support, both financially and through active participation, groups such as the Cross-Sector Biodiversity Initiative, ICMM’s Biodiversity Working Group and Proteus (the United Nations Environment Programme’s World Conservation Monitoring Centre). Each partnership and</li> </ul>			

working group supports the continued growth of good practice among industry leaders and exposes us to the most current thoughts to consider as we work towards our improvement goals.

## Land Management

Land disturbance is a consequence of mining. Our aim is to minimize our footprint, mitigate our impacts and, once mining is finished, leave behind land that will support productive uses for future generations.

Careful planning during development and operations helps to reduce the area affected by mining activities, as well as the environmental effects of disturbance. Barrick also has a Mine Closure Standard that requires that we close our properties in a manner that is timely and cost-effective and that restores an ecosystem that can support productive post-mining land use.

The total area of surface land owned, leased or managed by Barrick at the end of 2016 was approximately 1.3 million hectares. Of the 1.3 million hectares, just over two percent has been disturbed over the years by our operations. The rest has been left in its natural state or utilized for other activities, including agriculture and livestock grazing. At the end of 2016, our current disturbance for active mining was just under 26,800 hectares. Also, over the course of Barrick's operations, over 6,000 hectares have been reclaimed to the agreed post-mining land use.

## Reclamation

An important element of our environmental management approach is the development of closure and reclamation plans as a part of initial project planning and design. These plans are routinely updated during the life of each operation to effectively address environmental impacts identify financial obligations for closure.

Where practical, we have implemented native seed collection and soil management projects even prior to mine development. Barrick has also established nurseries at a number of sites to grow local plant species for reforestation and replanting once mining is complete. During operations, whenever possible, disturbed areas are contoured and revegetated after they are no longer required for active mining.

Barrick has taken a leading role in the design and construction of evaporative covers for both waste rock dumps and

tailings impoundments, and has also won industry and government awards for its reclamation activities. We recognize that it is not usually possible to restore a mine site exactly as it was prior to mining, but it is possible to restore a healthy, thriving ecosystem, with lands that support productive post-mining land use.

## Wildlife Management

We have implemented controls at our operations to safeguard wildlife from mine processes and chemical exposure.

These controls include barriers such as fencing and netting, the use of "bird balls" and other covers for ponds and tanks, and cyanide destruction processes at operations that use cyanide.

At many sites, we have projects specifically designed to protect rare or key wildlife; at others, we strive to enhance habitats. For example, at the Pueblo Viejo mine in the Dominican Republic, we have been working for several years with locally and internationally renowned scientists to protect several frog species that have been identified on the project site.

In Nevada we support fire management programs to protect sage grouse and mule deer habitats, among other habitat and wildlife restoration programs, through the Barrick Conservation Council. In addition to fire protection, in 2015, Barrick signed a Bank Enabling Agreement with the Department of the Interior through USFWS and the BLM to voluntarily mitigate for impacts to sage grouse habitats in Nevada. Parties agreed to use the Nature Conservancy's Conservation Forecasting Tools to build a Habitat Conservation Bank to compensate for significant residual impacts of future mining activities. In 2016, activities were focused on developing programs within Barrick's Mitigation Bank to preserve and restore sage grouse habitat. Greater sage grouse are wide ranging and can be found across much of the western United States.

## Impacts on Wildlife

In 2016, one major wildlife mortality event<sup>vi</sup> occurred at a Barrick site. Approximately a dozen birds died on a pond at the Grants closure site in California in November 2016. This event was reported to the U.S. Fish and Wildlife Service, and the site committed to undertake a number of measures in response, including the evaluation of hazing techniques to deter future bird landings.



<b>MM1</b>	Amount of land disturbed or rehabilitated	<b>Biodiversity</b>	ICMM 6 7	UNGC 8	
<b>LAND BALANCE – 2016</b>				<b>HECTARES</b>	
TOTAL LAND DISTURBED AND NOT REHABILITATED AT THE BEGINNING OF THE YEAR				26,603.40	
TOTAL AMOUNT OF LAND NEWLY DISTURBED (IN REPORTING PERIOD)				206.76	
TOTAL AMOUNT OF LAND NEWLY REHABILITATED (IN REPORTING PERIOD)				10.72	
<b>TOTAL LAND DISTURBED AND NOT YET REHABILITATED AT END OF YEAR</b>				<b>26,799.44</b>	
<b>MM2</b>	Sites identified as requiring biodiversity management plans	<b>Biodiversity</b>	ICMM 6 7	UNGC 8	
<p>In 2016, four sites (three operating mines and one project) were considered to require biodiversity management plans due to their proximity to protected areas and the detection of threatened species<sup>vii</sup>. Of these sites:</p> <ul style="list-style-type: none"> <li>• One site (Pueblo Viejo) and one project (Lama) have biodiversity management plans in place<sup>viii</sup>;</li> <li>• Two other sites (Lumwana and Veladero) are managing and monitoring specific biodiversity features as required, as part of their environmental management plans.</li> </ul> <p>In addition, most Barrick sites, regardless of their proximity to protected areas, include some level of protection and programs to monitor terrestrial and aquatic flora and fauna in their environmental management plans.</p>					
<b>304-1</b>	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<b>Land Management</b>	ICMM 6 7	UNGC 8	
<b>SITES NEAR PROTECTED AREAS OR AREAS OF HIGH BIODIVERSITY VALUE – 2016</b>					
<b>SITE</b>	<b>PROTECTED AREAS</b>	<b>AREAS OF HIGH BIODIVERSITY</b>			
HEMLO	10-15 km from White Lake Provincial Park (IUCN Cat II)				
LAGUNAS NORTE		Within Global 200 – Northern Andean Paramo Bordering Tropical Andean biodiversity hotspot			
LAMA AND VELADERO	Both are in the multi-use area of the San Guillermo Man and Biosphere Reserve	Within a key biodiversity area			
LUMWANA	Within 10 km of the Acres Forest Reserve (IUCN unclassified Protected Area)	Within Global 200 – Central and Eastern Miombo Woodlands			
PIERINA	Between 5 & 10 km away from the Huascarán National Park and World Heritage Site	Within Global 200 – Atacama-Sechura Deserts Bordering Tropical Andean biodiversity hotspot			
PUEBLO VIEJO	Infrastructure crosses Aniana Vargas National Park declared in 2009	Within Caribbean Island biodiversity hotspot			
TURQUOISE RIDGE	Between 5 & 10 km of the Osgood Mountain Milkvetch (IUCN Cat V)				

### Protected and Other Sensitive Areas

Barrick has one property (Pierina) located near a World Heritage Site, two (Veladero and Lama) within the multi-use area of a UNESCO Man and Biosphere Reserve, one site (Alturas) located within 15km of a UNESCO Man and Biosphere Reserve, and three operations (Hemlo, Turquoise Ridge, and Lumwana) near International Union for Conservation of Nature (IUCN) protected areas. In addition, our Pueblo Viejo mine is located near sensitive habitats in the Dominican Republic.

In Peru, the 1,300-hectare Pierina mine (now in closure) is located 10 kilometers southwest of the Huascarán National Park and World Heritage Site. World Heritage Sites are properties that have outstanding universal cultural or natural value as identified by the World Heritage Committee. Members of the Committee are elected from countries that are parties to the World Heritage Convention (established by UNESCO). Barrick follows the International Council on Mining and Metals (ICMM) **position statement on mining and protected areas**. Therefore, we neither explore nor initiate mining within World Heritage Sites, and we respect the requirements of legally designated protected areas.

The 21,000-hectare Veladero mine, as well as the Lama side of the Pascua-Lama project, are located within the multi-use area of the San Guillermo Man and Biosphere Reserve (San Guillermo MAB) in Argentina. The San Guillermo MAB, comprising 990,000 hectares, is a thriving ecological micro-region, home to diverse migrating species such as condors, vicuñas, llamas, pumas, flamingos, and many others. MABs

are places where UNESCO seeks to reconcile conservation and cultural diversity with economic and social development through partnerships between people and nature. The San Guillermo MAB has a nucleus, buffer and multi-use area. Mining is one of the many human uses permitted in the multi-use area of the San Guillermo MAB. Barrick supports the creation of a management plan for the San Guillermo MAB, which is an important requirement to maintaining biosphere reserve status according to the UNESCO principles.

Barrick has set up a \$7.5 million fund to support monitoring and controls within the San Guillermo MAB. The money is intended for a number of projects and has so far been used to purchase vehicles to support biological monitoring and water management programs, as well as for the construction of two mountain shelters in the biosphere reserve area.

Our sites near IUCN protected areas include our operation in Zambia, which is located within 10 kilometers of a Forest Reserve (unclassified IUCN protected area), and PVDC in the Dominican Republic, where one of our pipelines crossed through a protected area declared in 2009 by the Dominican government. In North America, some of our sites are located within 15 km of protected areas and sites identified as sensitive by local entities, such as sage grouse and Lahontan cutthroat trout habitats.

The tailings storage facility of the Hemlo mine in Ontario, Canada, is within 15 kilometers of White Lake Provincial Park (IUCN Cat II) and Turquoise Ridge is close to the Osgood Mountain milkvetch plant habitat (IUCN Cat V), but no impacts are expected from either operation.

304-4	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Wildlife Management	ICMM	UNGC
			6 7	8

#### THREATENED SPECIES WITH HABITATS IN AREAS AFFECTED BY OPERATIONS – 2016

IUCN RED-LIST CATEGORY	THROUGH EIAs	THROUGH IBAT
CRITICALLY ENDANGERED	1	3
ENDANGERED	3	29
VULNERABLE	21	31
NEAR THREATENED	18	58
LEAST CONCERN	50	Not reported in the IBAT
<b>TOTAL</b>	<b>93</b>	<b>121</b>



Many national conservation organizations, along with the International Union for Conservation of Nature (IUCN), have developed inventories of plant and animal species listed by conservation status. The main purpose of the IUCN's Red List and other national and international conservation lists is to catalogue and highlight those plants and animals that are facing a high risk of local and/or global extinction or are close to meeting the threatened-status thresholds.

Barrick's support in the development and use of additional conservation data tools, such as the Integrated Biodiversity Assessment Tool (IBAT), is now providing easier access to protected area information and the potential presence of Red-Listed species for our operations and projects to consider in mine development. The IBAT provides a broad scope of habitat and species potential in an area, which is followed up

by field work when required to determine if habitat on the ground would be suitable for the flagged sensitive species.

Based on the latest information available through the IBAT, we estimate that approximately 121 species, with IUCN conservation assessments ranging from critically endangered to near threatened,<sup>2</sup> could be possible at our sites if the habitat were suitable. We then checked environmental impact assessment data for each site, where possible, and identified 93 species on the IUCN Red List potentially present in habitat near our operations. These categories ranged from those of least concern (50) to those endangered or critically endangered (two species). At a local level, some species are also identified as sensitive; by identifying these species we are able to develop appropriate management plans to avoid harm where necessary.



	GRI				
	305	<b>Emissions</b>			
305	Management Approach <sup>6</sup>	Air Emissions; Energy Use and Climate Change	ICMM	UNGC	
			6 10	8 9	
<h3>Energy Use &amp; Climate Change</h3> <p>Mining is an energy-intensive business. From blasting and hauling to crushing and processing, energy is used at every stage of the mining process and represents a significant portion of our overall costs.</p> <p>We also understand the important link between energy use and climate change. Barrick considers climate change to be a Company, community, and global concern. By effectively managing our energy use, we are able to reduce our greenhouse gas (GHG) emissions, achieve more efficient production, reduce our draw from local energy grids, and save a significant proportion of our direct mining costs. Managing our energy use is therefore a business imperative.</p> <h4>Our Approach</h4> <p>Barrick understands the fundamental link between energy use and climate change and sees climate change as a Company, community, and global concern. We have endorsed the International Council on Mining and Metals (ICMM) <a href="#">Position Statement on Climate Change</a> and support placing a market price on GHG emissions.</p> <p>Conservation, energy efficiency and alternative energy sources form our core energy strategies. Barrick's Energy Management Policy establishes requirements for the effective administration and control of all energy sources (fuel, power, explosives) used by the Company. Throughout the mining process, our approach to managing energy use and climate change is informed by our Environmental Management System and associated Standards.</p> <p>As part of the Company's energy strategy, Barrick has put in place a Five-Year Energy Plan with a goal of reducing energy costs by at least 10 percent. By the end of 2017, Barrick plans to conduct a climate change risk assessment and establish targets around climate change. The year 2014 will be used as the new global baseline for GHG and energy reduction target setting.</p>		<h3>Our Progress</h3> <ul style="list-style-type: none"> <li>Barrick has established an internal Climate Change Committee to build on its existing energy management plan and develop a comprehensive climate change strategy. The Committee is a cross-disciplinary group of leaders at Barrick established to manage climate change risks and opportunities that have the potential to impact our investors, stakeholders and operations. The Committee meets quarterly and includes Barrick's Chief Financial Officer, Chief Innovation Officer, Chief Sustainability Officer and participants from Finance, Operations, Environment, Government Affairs, Legal and Evaluations.</li> <li>In 2016, Barrick joined the Carbon Pricing Leadership Coalition – the first Canadian gold mining company to do so. The Carbon Pricing Leadership Coalition is an international, voluntary partnership between businesses, governments, and civil society organizations. It aims to strengthen carbon-pricing policies, facilitate the integration of existing carbon-pricing policies, and provide platforms for carbon-pricing discussion and collaboration.</li> <li>Barrick increased our total GHG emissions to 3,462,064 tCO<sub>2</sub>e from our 2014 baseline (3,326,834 tCO<sub>2</sub>e). In terms of carbon intensity, it decreased from 662.6 kgCO<sub>2</sub>e/oz in 2014 to 660.9 kgCO<sub>2</sub>e/oz in 2016. The change in emissions and carbon intensity is largely linked to increased material moved at the Pueblo Viejo mine, declines in grades at Turquoise Ridge increasing the amount of material moved and processed, increased material moved at Lumwana, and increased grid power carbon intensity (tCO<sub>2</sub>e/MWh) in the Northwest Power Pool (NWPP) region's eGrid factor.</li> <li>In 2016, Barrick received an A- Leadership score for its CDP Climate Change Response. Through this questionnaire, Barrick discloses climate change data including how it manages carbon-related issues, such as governance, strategy, initiatives, and greenhouse gas emissions.</li> </ul>			

<sup>6</sup> Barrick's online 2016 Responsibility Report reports on the Company's approach to energy use and climate change as one issue. We have duplicated the relevant content in for inclusion in the energy and emissions sections of this index.



## Priorities in 2017

- Barrick's newly formed Climate Change Committee is composed of multi-disciplinary senior-level executives working together to broaden Barrick's Energy Strategy and integrate more effectively the potential impact on climate change. As part of this work, Barrick will introduce a revised Climate Change Strategy Framework and Climate Change Policy. This strategy will address both GHG reductions from energy management initiatives and adaptation to climate change risks.
- Barrick is working to set targets around climate change in 2017. As part of the target-setting exercise, the company is developing scenarios outlining the mine plans, processing requirements and expected energy use and greenhouse gas emissions. From these scenarios, we will work to identify initiatives that can be put in place to lower our carbon emissions and our targeted emissions.
- We will continue our efforts to reduce energy costs by at least 10 percent, in line with our five-year energy plan

## Air Emissions

Barrick's mining and processing activities have the potential to emit a number of emissions into the air, including particulate matter (dust), sulfur dioxide, nitrogen oxides, carbon monoxide, and mercury.

We recognize that such emissions can have an impact on people and the environment, and we work to control and reduce our emissions through facility design and the use of emission controls, including dust suppressant, dust collection systems, and scrubbers.

We also report on releases of our emissions through applicable government reporting programs, such as Canada's **National Pollutant Release Inventory** and the United States' **Toxic Release Inventory**. Barrick also voluntarily reports its greenhouse gas emissions through the **Carbon Disclosure Project** (CDP).

We design facilities and conduct our operations in ways that control and reduce emissions. All Barrick operations manage

their air emissions in accordance with local laws, regulations and permit requirements. We also believe in supporting voluntary initiatives to innovate and advance emission controls.

## Greenhouse Gas (GHG) Emissions

Barrick understands the fundamental link between energy use and climate change, and views climate change as a company, community and global concern. We realize that effective energy management, including energy efficiency programs, will result in GHG reductions, so our climate change efforts are also focused on energy management.

## Dust

Dust is the most common air emission at our mine sites. We suppress dust emissions from roads, crushers and conveyor belt systems through the application of water to roads, the operation of water sprays and dust collection systems at point sources, and the application of natural or synthetic dust suppression products where suitable.

## Sulfur & Nitrogen Oxides

Sulfur and nitrogen oxide (SO<sub>x</sub> and NO<sub>x</sub>) emissions are most commonly controlled by the use of filters and scrubbers. Information on SO<sub>x</sub> and NO<sub>x</sub> emissions is routinely collected in Canada and the United States and submitted to the national databases identified above. In other jurisdictions, our mines may not routinely collect this data where there are no permit requirements to do so.

## Mercury

At a number of our operations, the ore we process naturally contains mercury that can be released as a vapor during processing. Barrick is actively engaged in closely monitoring and managing mercury emissions, as well as finding ways to reduce them. Depending upon mercury concentration in ore and other risk factors, Barrick employs a variety of controls, including scrubbers and condensation towers, wet gas condensers, and activated carbon filters to trap mercury vapor before it can be discharged to the atmosphere.

NOTE: We calculate and report all emissions using the 2006 IPCC Guidelines for National Greenhouse Gas Inventories Volume 2.

305-1	Direct (Scope 1) GHG Emissions	Air Emissions; Energy Use and Climate Change	ICMM 6 10	UNGC 8 9	
<b>GHG EMISSIONS – SCOPE 1 (METRIC TONNES CO<sub>2</sub>e)</b>					
		2014	2015	2016	
<b>BARRICK TOTAL</b>		<b>2,954,885</b>	<b>2,945,030</b>	<b>2,896,758</b>	
Barrick's GHG emissions baseline of 2014 has been revised to only include assets the Company currently operates. This is in accordance with our Five-Year Energy Plan as to better align with GHG and energy reduction target setting. For GHG emissions data on divested assets from 2014-2015, please see previous years Responsibility Reports on Barrick's Transparency Hub.					
305-2	Energy Indirect (Scope 2) GHG Emissions	Air Emissions; Energy Use and Climate Change	ICMM 6 10	UNGC 8 9	
<b>GHG EMISSIONS – SCOPE 2 (METRIC TONNES CO<sub>2</sub>e)</b>					
		2014	2015	2016	
<b>BARRICK TOTAL</b>		<b>371,948</b>	<b>427,225</b>	<b>565,306</b>	
Barrick's GHG emissions baseline of 2014 has been revised to only include assets the Company currently operates. This is in accordance with our Five-Year Energy Plan as to better align with GHG and energy reduction target setting. For GHG emissions data on divested assets from 2014-2015, please see previous years Responsibility Reports on Barrick's Transparency Hub.					
Scope 2 emissions data is provided on a market based approach. When calculating Scope 2 emissions on a location based approach, total emissions were 3,539,788 metric tonnes in 2016.					
305-3	Other indirect (Scope 3) GHG Emissions	Air Emissions; Energy Use and Climate Change; CDP	ICMM 6 10	UNGC 8 9	
<b>GHG EMISSIONS – SCOPE 3 (METRIC TONNES OF CO<sub>2</sub>e)</b>					
		2014	2015	2016	
<b>BARRICK TOTAL</b>		<b>673,998</b>	<b>710,470</b>	<b>687,326</b>	
Includes transmission and fuel losses calculated by country and grid factors. Data not available for all countries of operation.					
305-4	GHG emissions intensity	Air Emissions; Energy Use and Climate Change	ICMM 6 10	UNGC 8 9	
In 2016, Barrick's GHG intensity for mining was 661 kgCO <sub>2</sub> e per ounce of gold produced.					
305-6	Emissions of ozone-depleting substances	Air Emissions	ICMM 6 10	UNGC 8 9	
Barrick operations do not manufacture ozone-depleting substances (ODS) or equipment that would use them. We also do not use materials that contain ozone-depleting substances, except fire extinguishers, some refrigerants and machine shop solvents; therefore, emissions of these substances are minimal.					



305-7	Nitrogen oxide (NOx), sulfur oxides (SOx) and other significant air emissions	Air Emissions	ICMM	UNGC	
			6 10	8 9	
<b>TOTAL AIR EMISSIONS (TONNES) – 2016</b>					
PM10 EMISSIONS <sup>1</sup>				314.66	
NOX EMISSIONS				1,543.87	
SOX EMISSIONS				234.10	
MERCURY AIR EMISSIONS				0.274	
1 Only includes sites where reporting is required by government regulation.					

	GRI				
	306	<b>Effluents and Waste</b>			
306	Management Approach	<b>Tailings and Waste Management</b>	ICMM	UNGC	
			1	8 9	
<p>Mining involves the removal and processing of ore – the rock containing economically recoverable amounts of desired metals.</p> <p>To access the ore deposits, waste rock must be removed and stored in waste rock dumps and, after processing, mine tailings may be produced and stored in engineered tailings storage facilities (TSFs). Alternatively, the crushed ore may be placed in heap leach facilities (HLFs) for irrigation with process solutions and recovery of the desired metals.</p> <p>If not properly managed, TSFs can fail and lead to harmful impacts on the environment and nearby communities. This is why we have established internal requirements based on accepted best practices, and why these facilities are carefully designed and monitored by internal and external experts.</p> <p>Barrick has put in place a Tailings and Heap Leach Management Standard to help our sites comply with applicable laws and regulations and help us to align with accepted international practice.</p>		<p>We conduct daily routine inspections at our operations, and annual dam safety inspections are conducted by the Engineer of Record. Independent third-party reviews are conducted at a minimum of every two to four years at high-risk TSFs, and independent assurance audits of TSFs are conducted every one to three years.</p>			
<p><b>Tailings and Heap Leach Management</b></p> <p>As part of the mining process, large volumes of mine tailings may be produced and stored in engineered tailings storage facilities (TSFs). The TSF can include a tailings dam(s), the impoundment, access roads, diversion channels, downstream seepage collection ponds and other facilities.</p> <p>If not properly managed, TSFs can fail and lead to harmful impacts on the environment and nearby communities. This is why we have established internal requirements based on international best practices, helping these facilities to be carefully designed and monitored by internal and external experts.</p> <p>Barrick has put in place a Tailings and Heap Leach Management Standard to help our sites comply with applicable laws and regulations and to be aligned with accepted international practice. The Standard establishes the minimum geotechnical, hydrological, hydrogeological and environmental design, construction, operation and closure criteria and procedures for Barrick’s TSFs and HLFs.</p>		<p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>• Barrick did not experience any TSF or HLF geotechnical incidents in 2016.</li> <li>• In 2016, Barrick updated its Tailings and Heap Leach Management Standard. The updated Standard incorporates heap leach management and establishes a more formalized inspection and review schedule. Barrick’s updated Standard aligns with the Canadian Dam Association (CDA) Dam Safety Guidelines, the CDA Technical Bulletin: Application of Dam Safety Guidelines to Mining Dams, and the recently revised Part 10 of the Health, Safety and Reclamation Code for Mines in British Columbia.</li> <li>• Barrick conducted ten formal internal assurance audits of our sites’ adherence to the updated Tailings and Heap Leach Management Standard in 2016. The company also had third-party reviews conducted on the TSFs at Pueblo Viejo, Goldstrike, and Cortez.</li> </ul> <p><b>Priorities in 2017</b></p> <ul style="list-style-type: none"> <li>• Target zero tailings or heap leach management incidents.</li> <li>• Barrick is continuing to work to implement its tailings stewardship program in 2017. Through a tailings stewardship program, we aim to further improve, company-wide, our in-house capability to undertake basic TSF monitoring, planning and reporting work while ensuring the quality of results; further develop the overall technical and reporting capability of our site staff; promote identification and sharing of best practices among sites; and better demonstrate to the public and regulators our commitment to ensuring TSF safety. As part of the program, Barrick will work to engage and regularly communicate with senior management on the status of our TSFs.</li> </ul>			



### Tailings & Heap Leach Management Standard

A revised Tailings and Heap Leach Management Standard was introduced in early 2016 to help Barrick sites design, construct, operate and close its TSFs and HLFs in compliance with applicable laws and regulations and in alignment with accepted international best practices.

The Standard is built upon the previous Tailings Management Standard and its accompanying Tailings Management Guidance document, which provided the technical criteria for the Standard that the company introduced in August 2012. Management requirements and technical criteria were also included for HLFs.

According to the Standard, an Engineer of Record (EoR) must be identified for all design and construction work, and must remain engaged during operation and into closure. A Responsible Person (RP) is also identified for each TSF and HLF, whether in design, construction, operation or closure care and maintenance.

We also require that each RP establish and maintain a dedicated management system. This includes preparing and updating key management documents such as life-of-mine tailings generation and storage requirements; closure plans; a compliance plan; an organizational chart; an operation, maintenance and surveillance manual; a formal risk assessment; and an emergency preparedness and response plan.

The Standard also establishes the following minimum geotechnical, hydrological, hydrogeological and environmental design, construction, operation and closure criteria and procedures for Barrick's TSFs and HLFs. They must be:

- Designed, constructed, operated, closed and reclaimed with the consideration of protection of: human health, water and air quality, domestic livestock and aquatic, avian and terrestrial wildlife. Where cyanide solutions are present, the requirements of the **International Cyanide Management Code** must be followed.
- Designed, constructed, operated, closed and reclaimed so as to prevent the uncontrolled release of solids and/or fluids, and the compromise of (i.e. unacceptable damage to) buried elements including filter zones and/or geosynthetic liners, resulting from large-scale structural instability such as slope failure or deformation. Adequate

controls must be provided for all phases to prevent unacceptable erosion by wind and water. Potential physical and chemical degradation of structural elements such as TSF embankment fills and HLF ore must be considered.

- Reclamation and post-operation performance requirements must be incorporated in the design and operating plans to reduce closure construction costs and long-term liabilities. Where regulatory and property-ownership conditions allow the possibility of returning a closed TSF or HLF site to the state, the design, permitting agreements and reclamation strategy should avoid perpetual care.
- Each active TSF and HLF must be monitored and subjected to routine technical inspections and reviews.

### Facility Inspection & Review

Among other performance obligations, the Standard requires that the results of daily inspections by trained site staff be reported the same day to the RP. All operating TSFs are also inspected at least once a year by the EoR responsible for the design of the TSF or by a suitably qualified and experienced geotechnical engineer outside of Barrick with a comprehensive understanding of the TSF design and operating phase. Barrick also conducts formal internal audits of sites' adherence to the Standard by our corporate assurance group.

In addition, Barrick conducts Dam Safety Reviews (DSR) carried out by an Independent Engineer at a minimum of seven years and five years for high-risk facilities. DSRs involve detailed analysis of the design, construction and operation of the TSF, which the Independent Engineer will compare to accepted international practice.

The company also contracts independent, internationally recognized geotechnical experts to conduct third-party reviews at many of its planned, operating, and closed TSFs at a frequency based on perceived risk, site conditions, and other factors (at a minimum, every two to four years at operating TSFs assigned a High or Extreme Failure Consequence Classification under Barrick's Standard). Barrick began its third-party TSF review program in 1998, and has completed over 80 reviews. While these third-party reviews normally focus on the technical aspects of tailings management, they may also include (or in some instances be dedicated to) the geotechnical and hydrological performance of waste rock dumps, heap leach operations and water management structures.

### Riverine Tailings Management

The Porgera mine in Papua New Guinea is operated by Barrick Niugini Limited (BNL), an independent operating entity which is jointly owned by Barrick and Zijin Mining. The mine deposits the majority of tailings material into a nearby river under government permit and regulation and BNL's own internal oversight.

When Barrick acquired the Porgera mine in 2006, we extensively investigated alternative waste management methods to replace the existing riverine tailings disposal process. No practicable alternatives were found due to a number of factors, including the steep and unstable terrain, high rainfall, frequent landslides and seismic activity surrounding the Porgera mine.

Ongoing monitoring results show that the river system is operating as expected and that, downstream of the mixing zone, water quality and sediment are consistent with the stringent metal limits established by the Australia and New Zealand Environment and Conservation Council. To date, the mine has not exceeded environmental permit water quality compliance levels.

Despite this, in the future, Barrick will build mines that rely on other methods of disposal of mining and processing material, and avoid riverine tailing disposal methods.

More information about Porgera and riverine tailings disposal is available [here](#).

### Heap Leach Management

At some sites, gold ore is processed using heap leaching. With heap leaching, ore is crushed to approximately the size of large gravel particles and placed on an impermeable geomembrane liner system. The ore is then irrigated with a chemical solution that dissolves the desired metals; this solution is typically sodium cyanide (for gold recovery) or sulfuric acid (for copper recovery). The composite liner – a combination of clay soils and impermeable synthetic membranes – is designed so that no solution escapes the leach pad. Equally important, the composite liner system also allows Barrick to recover the leach solution carrying the dissolved metals for further processing. In critical areas, we often double the synthetic liner system. Leak detection, down-gradient monitoring and other safety features are also typical of our designs. The

crushed ore in HLFs remains after the copper or gold has been extracted and the leach solution has been recovered.

At the end of operations, the heap-leached ore is rinsed by recirculating solution and then is allowed to drain down, ensuring both maximum gold or copper recovery and environmental protection. Any residual seepage, captured by the liner system after closure, is treated to meet water-quality standards before being released to the environment. We then work to re-integrate the closed HLF with the existing, surrounding environment. For example, at some sites we have re-contoured the HLF and capped it with a multi-layered soil cover that minimizes rainwater infiltration and allows revegetation.

Management of Barrick's HLFs is covered under the Tailings and Heap Leach Management Standard. The Standard establishes the minimum geotechnical, hydrological, hydrogeological and environmental design, construction, operation and closure criteria and procedures for these facilities.

### Waste Rock Management

Mining involves the extraction of ore – the rock containing economically recoverable amounts of desired metals – from the host rock. The waste rock – the rock that does not contain economically recoverable amounts of desired metals – must also be removed, though mining plans minimize as much as possible the amount of waste rock relative to extracted ore. In 2016, Barrick deposited 151 million tonnes of waste rock.

Because waste rock naturally contains concentrations of potentially harmful elements, the material must be properly managed to reduce the risk of contamination associated with acid rock drainage (ARD) and/or metals leaching (ML). Across Barrick's operations, approximately 31% of the mineral waste produced in 2016 had the potential to generate ARD/ML. To manage this risk, Barrick has implemented mitigation management at operations where the waste rock, heap leach and/or tailings have demonstrated the potential to generate ARD/ML.

Waste rock is generally placed into engineered waste rock storage facilities which, once full, can be re-contoured, covered with soil, and revegetated. In some cases, waste rock can also be used to backfill open pits or underground tunnels. Waste rock that has high potential to generate ARD/ML can be encapsulated by non-reactive waste rock or co-



disposed in tailings storage facilities where it is submerged to significantly limit geochemical reaction rates, thus minimizing ARD/ML. At times, non-reactive waste rock – material that does not have the potential to generate ARD/ML – may be used to construct road beds or tailings dams.

### Mercury Waste Management

Mercury is a naturally occurring element that is present, at some operations, in the ore we process. As a result of processing, mercury is separated from the ore. Depending upon mercury concentration in ore and other risk factors, Barrick employs a variety of controls, including scrubbers and condensation towers, wet gas condensers, and activated carbon filters, to trap mercury vapor before it can be discharged to the atmosphere.

Mercury wastes generated from these air pollution control devices must be responsibly managed to minimize potential risks to human health and the environment. Barrick promotes responsible management of mercury by following our Environmental Management System and the **ICMM position statement on mercury risk management**. In 2016, Barrick captured and stored 275 tonnes of mercury.

As required by the *Mercury Export Ban Act* (MEBA), Barrick ceased the export of elemental mercury from U.S. facilities in January 2013. MEBA mandated that the United States Department of Energy construct a federal mercury repository to accept elemental mercury generated by mining and other activities, but to date the repository has not been built. Therefore, elemental mercury captured from air pollution controls at our U.S. operations is currently stored pending the

construction of the federal mercury repository. Mercury compounds are disposed of at a licensed hazardous waste facility in compliance with applicable law. Strict handling, packaging, and transportation procedures are in place to help protect both people and the environment against mercury exposure during shipping.

In the case of operations at Latin American sites, mercury is currently securely stored on site in compliance with applicable law.

Barrick continues to evaluate long-term disposal options for mercury.

### Non-Processing Waste Disposal

A number of non-process wastes are generated each year at our operations. These wastes may differ by country and by operation, but typically include scrap metals, waste oils, cans and bottles, spent tires, and office and camp waste. While we try to recycle these wastes as much as possible, this is not always feasible at some of our remote sites or at operations located in countries where recycling is not available. Non-hazardous waste that is not recycled is usually landfilled (either in municipal landfills or landfills constructed on the mine property) or incinerated, on or off the site.

We also generate a relatively small amount of hazardous waste each year. These wastes include batteries, fluorescent lights, certain oils, solvents, electronic waste and laboratory assay wastes. As with process materials, the types of hazardous wastes vary among our sites; however, all are recycled or disposed of according to the appropriate regulation in the countries where we operate.

<b>MM3</b>	Total amount of Overburden, rock, tailings, and sludges and their associated risks	<b>ESG Data Tables</b>	ICMM 6 8	UNGC 8 9	
<p>In 2016, Barrick:</p> <ul style="list-style-type: none"> <li>deposited 48,859,309 metric tonnes of tailings material</li> <li>deposited 151,144,880 metric tonnes of waste rock</li> <li>produced 273.554 metric tonnes of mercury as a by-product/co-product</li> </ul> <p>A full description of how we manage risks associated with these wastes is described in the Management Approach above.</p>					
<b>306-1</b>	Water discharge by quality and destination	<b>Water Management</b>	ICMM 6 8	UNGC 8 9	
<p>In 2016, Barrick discharged 65.306 Mm<sup>3</sup> of water back to the environment once it met water quality permit limits.</p>					



306-3	Significant spills	Significant Incidents	ICMM 6 8	UNGC 8 9
<p><b>Incidents at the Veladero Mine</b></p> <p>Over the past two years, the company has experienced three separate incidents involving processing solution from the leach pad at the Veladero mine, the latest one being in March 2017. While these incidents posed no impact on human health or the environment, we recognize that they have severely damaged our license to operate in San Juan Province.</p> <p>Prior to these incidents, we had spent ten years at Veladero building the kind of partnerships that epitomize our new Sustainability Vision. As is to be expected, the incidents severely damaged those relationships and weakened trust. They are, quite simply, unacceptable and we profoundly regret that they happened. We have taken numerous remedial actions to prevent a recurrence and increase transparency, including the installation of high-definition cameras to monitor the leach pad and other areas of the operation. These cameras provide a live feed on a continual basis that is available to the general public. Barrick will continue to leverage digital technology to help prevent a recurrence and will work tirelessly to rebuild the trust of the people of San Juan Province, where Veladero is located, and all of Argentina.</p> <p>We understand that this will take time and hope that our actions will demonstrate our ability to deliver on our commitments.</p> <p><b>March 2017 Incident</b></p> <p>On March 28, 2017, a coupling on a pipe carrying gold-bearing solution at the Veladero mine heap leach facility failed. Solution released from the rupture was contained within the operating site and did not result in any impact on the environment or people. The Company promptly notified San Juan provincial authorities, who inspected the site on March 29. On March 30, the Government of San Juan province temporarily restricted the addition of cyanide to the Veladero mine’s heap leach facility, pending the completion of works to strengthen and improve the mine’s operating systems.</p> <p>Barrick presented its proposed work plan to San Juan provincial authorities on April 21, 2017, following extensive</p>		<p>consultation with both federal and provincial officials and regulators. The provincial government’s review involved the relevant federal authorities, including the national Ministry of Environment and Sustainable Development. Initial work on the proposed modifications to the heap leach facility is underway, concurrent with the review by provincial and federal authorities.</p> <p><b>September 2016 Incident</b></p> <p>On September 8, 2016, ice rolling down the slope of the leach pad at the Veladero mine damaged a pipe carrying process solution, causing some material to leave the leach pad. This material, primarily crushed ore saturated with process solution, was contained on the mine site adjacent to the leach pad and returned to the leach pad.</p> <p>While cyanide solution was released from the ruptured pipe it was retained in secondary containment, but displaced an estimated 45 m<sup>3</sup> of material out of secondary containment. After the material was returned to containment, no residual cyanide solution was detected in subsurface soils.</p> <p>Extensive water monitoring in the area, conducted by the company, has confirmed that the incident did not result in any environmental impacts.</p> <p>A temporary suspension of operations at the Veladero mine was ordered by the Provincial mining authority and a San Juan Provincial court on September 15, 2016, and September 22, 2016, respectively. On October 4, 2016, following, among other matters, the completion of certain urgent works required by the Provincial mining authority and a judicial inspection of the mine, the San Juan Provincial court lifted the suspension of operations and ordered that mining activities be resumed.</p> <ul style="list-style-type: none"> <li>Sept 15 / 16: <b>Temporary Suspension of Operations at Veladero Mine</b>, available <a href="#">here</a></li> <li>Oct 4 / 16: <b>Barrick Announces Resumption of Operations at Veladero Mine</b>, available <a href="#">here</a></li> </ul>		



### September 2015 Incident at Veladero

On September 13, 2015, a valve on a leach pad pipeline failed, resulting in a release of cyanide-bearing process solution into a nearby waterway through a diversion channel gate that was open at the time of the incident.

The Company notified regulatory authorities of the situation. Environmental monitoring was conducted by the Company and independent third parties following the incident. This monitoring demonstrates that the incident posed no risk to human health at downstream communities. A temporary court order restricting the addition of new cyanide to the mine's processing circuit was lifted on September 24, 2015, and mine operations subsequently returned to normal.

- Sept 25 / 15: Processing restrictions at Veladero lifted, available [here](#)
- Sept 30 / 15: Background on Veladero incident, available [here](#)
- March 11 / 16: Update on Argentina Legal Action, available [here](#)

### Impacts of 2015 Incident

The assessment that this incident did not pose any risk to human health is based on independent experts in the field, including provincial and national authorities, the National Water Institute (INA) and United Nations Office Project Services (UNOPS), as well as Barrick's own assessment:

- The Ministry of Environment and Sustainable Development of the Province of San Juan stated that it "had knowledge that there was no impairment to the people, both in the mine and beyond this, nor to resources flora and fauna".
- The National Water Institute (INA), after a detailed and robust investigation of the project area, including sampling of water in the Potrerillos, Las Taguas, Palca, Blanco and Jáchal rivers, concluded that "none of the samples collected and analyzed on the monitors conducted the

3rd, 19th, 20th and 22nd of October 2015 detected the presence of total cyanide above the limit (LC 0.0015 mg- / L)."

The United Nations Office Project Services (UNOPS), who made four monitoring campaigns throughout the project area in October 2015, concluded the following:

"Based on the analyses, the results have been reported by the laboratory to date, no evidence of impact on zones 4, 3 and 2, i.e., those farthest from the mine, can be attributed to the environmental incident. In zone 4, comprising the stretch upstream of the Cuesta del Viento dam and the Jáchal river downstream of the dam, there were no changes in water quality or the identified presence of cyanide compounds. In zone 3, corresponding to the waters of the Blanco River and outlets corresponding to the towns of El Chinguillo, Malimán and Angualasto water, whose sources correspond to different geomorphological environments of the Blanco river, there has been no evidence of variations in the quality of its waters and the presence of cyanide. In zone 2, corresponding to the section of the river Las Taguas from its confluence with the Turbio River to its joint with the La Palca and the La Palca to its confluence with the Blanco, we have not found variations in quality of water or found presence of cyanides. Moreover, generally speaking, there may be noted impacts associated with the environmental incident in Zones 0 and 1<sup>x</sup>. These are physical in nature, associated with the presence of a significant amount of sediment in the area 0, and chemical nature as the presence of traces of cyanide and its degradation products, and certain metals."

In 2016, Barrick paid a \$10 million fine in connection to the 2015 incident at Veladero. To obtain copies of the reports referenced above or if you have further questions please contact [responsiblemining@barrick.com](mailto:responsiblemining@barrick.com).

	GRI 307	<b>Environmental Compliance</b>			
307	Management Approach	Environment	ICMM	UNGC	
	<p>A mine can affect the physical environment, including the land, air, water, and other important resources that we share with others. This is why Barrick is committed to minimizing and mitigating our impacts on the environment in the first place, and where they do occur, to put in place appropriate reclamation and remediation measures.</p> <p>Our partners—including our employees, host governments and communities, shareholders, civil society and others—expect that we will manage and minimize any impacts our operations may have on the environment. We have the same expectation and see it as a fundamental responsibility of any</p>	<p>company operating in the 21st century. To this end, we have put in place an <b>Environmental Policy</b> that outlines our commitment to environmental stewardship, pollution prevention, educating our employees and communities about our environmental commitments, and applying proven management practices. In practice, this means finding ways to reduce our water and energy use or developing new processing methods that rely on more <b>environmentally friendly materials</b>. The Policy is supported by our Environmental Management System (EMS), which is aligned with ISO 14001, a variety of leading environmental standards and guidelines, and regular internal and third-party assurance reviews.</p>	1		
307-1	Non-compliance with environmental laws and regulations	Environment	ICMM	UNGC	
			6		
<p>Environmental incidents at our operations tend to involve small spills of oils, fuel and chemical or process solutions. Rapid spill response includes clean-up and recovery, rehabilitation of the impacted areas, and investigation and action to prevent subsequent incidents. Barrick has also experienced three separate processing solution leaks at the leach pad at Veladero, with incidents taking place in September 2015, September 2016 and, most recently, in March 2017. For further information on these incidents, see <a href="#">here</a>. In 2016, Barrick paid a \$10 million fine in connection with a 2015 incident at Veladero.</p>					



	GRI			
	308	Supplier Environmental Assessment		
	414	Supplier Social Assessment		
	Management Approach <sup>7</sup>	Supply Chain	ICMM	UNGC
			1	

Barrick recognizes that the conduct and behavior of our suppliers, vendors and contractors can affect – both positively and negatively – the quality of our workplace and the environment, the lives of people in local communities, as well as our reputation and ability to operate effectively.

We expect and demand that our supply chain partners uphold Barrick’s principles of ethical business conduct and respect for human rights. As a company we strive to do business only with those suppliers who share these principles.

### Our Approach

Barrick’s approach to working with suppliers is based on the principle of partnership: we believe that, by engaging with our supply chain partners, we can create mutual and lasting value. To this end, we work closely with our supply chain to pursue fair-minded competition, continuous improvement and a mutual focus on ethical conduct.

As part of this approach, we have adopted a **Supplier Code of Business Conduct and Ethics**. The Code is designed to create value for both our stakeholders and for Barrick by governing the conduct of suppliers and contractors doing business with us. It covers important issues such as anti-bribery, anti-corruption, and human rights – principles Barrick holds dear and expects our partners to share. It is our intent to deal with suppliers who have accepted and self-certified against the Code.

Once Barrick agrees to do business with a supplier, relevant contracts will contain human rights compliance provisions; we may also provide focused training to certain suppliers. Under our Human Rights Policy, suppliers are expected to report human rights issues if and when they become aware of them. We will also ask relevant suppliers to periodically provide certifications that they are not aware of any unreported human rights allegations. Where appropriate, we will investigate the behavior of existing suppliers and contractors related to human rights issues.

### Our Progress

- In 2016, approximately 95% of new mining operations suppliers (more than 1,100 vendors) received due-diligence screening under the Vendor Onboarding Standard. The onboarding process covers the Supplier Code of Conduct, Barrick’s human rights program, and anti-corruption, as well as adherence to the company’s safety and environmental standards. Our goal is to bring all of the existing supply base onto the vendor onboarding system by the end of 2017 and to achieve 100% compliance to our vendor onboarding system including additional screening activities for high-risk vendors. We continue to be on track to this commitment.
- In 2016, the Supply Chain group updated all procurement standard and associated processes. Based on these improvements, the group will work to automate and digitize many of these processes in 2017.
- Significant progress was made in supporting local procurement at Barrick’s mine sites, with all Barrick sites meeting internal targets for local procurement spending. There is strong collaboration with the CSR group, both at corporate and at sites, to build strong local programs and share knowledge across the organization.

### Our Supply Chain

Barrick’s Supply Chain function purchases, stores and delivers \$3.5–\$4.5 billion annually in supplies, equipment and services to Barrick’s mines and offices. The group sources products ranging from diesel fuel and chemical reagents to IT equipment and haul trucks from more than 20,000 vendors worldwide.

As part of Barrick’s drive for operational efficiency, we are taking steps to improve procurement efficiency and supply chain practices, which will free up working capital by reducing inventories. We expect to generate additional cash flow

<sup>7</sup> Barrick’s Management Approach to Supplier Environmental Assessment and Supplier Social Assessment is the same and reported together in our sustainability-related disclosures, including our online 2016 Responsibility Report.

through improved integration of site maintenance programs and our global procurement and logistics system.

### Supplier Conduct

As part of our commitment to human rights, Barrick developed and implemented a Supplier Code of Business Conduct and Ethics in 2008 and added enhancements to it in 2014. It covers important issues such as anti-bribery, anti-corruption, human rights, health, safety, and environmental protection. It is our intent to deal only\* with suppliers who have accepted the Supplier Code of Business Conduct and Ethics.

Barrick has also put in place a Vendor Onboarding System and Standard to help us do business with those who share our values. Under the Standard, we conduct due diligence on entities receiving funds from Barrick – including suppliers, service providers and civil society groups. The onboarding

process covers the Supplier Code of Business Conduct and Ethics, Barrick’s human rights program, and anti-corruption, as well as adherence to the company’s safety and environmental standards.

In 2016, 95% of new suppliers were onboarded under this new Standard. The process itself may include internal and external questionnaires, a search of the World Check<sup>xi</sup> database, a request that the vendor register with TRACE International’s due diligence system, TRAC<sup>xii</sup>, and vendor self-certification of its willingness to comply with Barrick’s Supplier Code of Business Conduct and Ethics. Once a vendor is assessed by our supply chain group, it may be added to Barrick’s Approved Vendor Register. Under the system, all new vendors are to be assessed according to the Standard and current vendors are to be assessed every three years. High-risk vendors are to be assessed every year.

308-1	New suppliers that were screened using environmental criteria	Supply Chain	ICMM	UNGC	
			6		
In 2016, approximately 95% of new mining operations suppliers (more than 1,100 vendors) received due-diligence screening under the Vendor Onboarding Standard.					
414-1	New suppliers that were screened using social criteria	Supply Chain	ICMM	UNGC	
			9		
In 2016, approximately 95% of new mining operations suppliers (more than 1,100 vendors) received due-diligence screening under the Vendor Onboarding Standard.					



	GRI			
	401	<b>Employment</b>		
	404	<b>Training and Education<sup>8</sup></b>		
	Management Approach	<b>Employee Development</b>	ICMM	UNGC
			1	3 6
<p>Our business is driven by the diverse skills, expertise and passion of our more than 11,000 employees. When we invest in their skills and leadership, we are investing in both their success and ours.</p> <p>For this reason, we are a learning organization, working with our people around the world to help them develop their existing capabilities and discover and acquire new skills as well. Doing so not only contributes to their career potential, but also means we are investing in the talent we need to be a leading 21st-century company.</p> <p><b>Our Approach</b></p> <p>Due to the geographic and cultural diversity of our workforce, we have developed a blend of global, country-based, and site-based human resources policies and programs. We take a global approach to senior leadership development, performance, and talent management. We take a tailored approach to compensation and benefits, training, and employee relations, to address the unique labor markets and social conditions in the countries where we operate. This approach has allowed us to implement targeted local programs that attract, retain and motivate our staff while reflecting local norms.</p> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>In 2016, over 900,000 hours of career training were provided to our employees.</li> <li>In 2016, Barrick continued to develop career-mapping and skills development programs for functional groups; programs for maintenance, metallurgy, and mining have been built, designed, and rolled out. This complements the safety and health, community relations, and exploration programs that have previously been developed. In 2017, the Company will be focusing on reviewing, upgrading, and leveraging technology to make training more robust and accessible by adopting a new learning approach with an emphasis on “bite-sized” and “just-in-time” learning.</li> </ul>		<ul style="list-style-type: none"> <li>The Company has created a program to support the development of the CFOs at each of Barrick’s mine sites. The CFO comprehensive development framework will equip new and existing CFOs with the necessary functional, business, and leadership skills that focus on their distinct and evolving role.</li> <li>Barrick is proud to give back to those who have served their countries in military service and has introduced a <b>global program</b> to recruit veterans. The purpose of this program is to acknowledge the service of veterans, and access the abundant and underutilized talents that veterans can bring to Barrick as they start their second careers.</li> <li>In 2016, we expanded on the offering of the operator assessment process. This will increase the number of non-management employees who receive regular career and development reviews.</li> <li>At the Pueblo Viejo mine, the team continued the operator technical training program that was launched in late 2015. The program is built around assessing existing individual skills and building customized technical training which then enables operators to have the right capabilities to operate equipment at the mine. Operators are able to continue accessing the training center throughout their career, thereby expanding their skill sets and allowing us to link the progression of their training with their compensation. As part of this program, the mine opened a new training center with equipment and simulators to help expedite the training process in the summer of 2016.</li> <li>In 2016, the Lumwana mine in Zambia adopted the technical training program developed at Pueblo Viejo. Twenty-five Zambian nationals have taken a four-week course and are now certified in training and evaluation of the operator training program.</li> </ul>		

<sup>8</sup> Barrick’s Management Approach to Employment and Training & Education are reported together in our sustainability-related disclosures, including our online 2016 Responsibility Report.

### Access to Talent

We have processes and programs to provide on-the-job learning, coaching and mentoring, education, and other development opportunities for employees throughout their careers at Barrick. We leverage technology such as webinars and e-learning modules to improve the learning experience and to mitigate the challenges of remote operating environments. We also use our talent management process to identify and develop high-potential, globally mobile employees, providing them with a variety of assignments to help them advance their careers. Approximately 19% of open operator positions and 31% of open professional positions have been filled by internal talent.

### Employee Engagement & Retention

There are a number of factors that drive employees' sense of well-being and therefore their sense of engagement in the workplace. Among the most significant are feeling recognized and valued for work performed, receiving fair pay, and developing skills and knowledge that will facilitate employability for a lifelong career. We work to address these factors through performance feedback, employee development programs and education opportunities, and through the wages and benefits we provide.

### Recognition & Performance Feedback

At Barrick, we recognize and reward people for good work and for the contributions they make to the organization. Barrick offers awards to recognize excellence in specific areas that are directly aligned with our priorities. Moreover, the Company promotes Visible Felt Leadership as a way to provide employees with ongoing feedback, coaching, and recognition. We understand that fair and proper recognition drives engagement and strengthens our culture.

Each year, executives and senior and middle managers undertake an annual, formal performance assessment process at the head office and country offices. At sites, supervisors and non-management individuals participate in a similar performance review process for professional and skilled employees. Employees in work crews at our operations have regular assessments driven by key performance indicators, often in a team format. Each of these performance review scenarios provide an opportunity for employees at all levels both to be recognized for good performance and to set goals to help improve performance.


401-1	New employee hires and employee turnover	Employee Development	ICMM	UNGC	
			3	3 6	
<b>EMPLOYEE TURNOVER – 2016</b>					
TOTAL EMPLOYEE TURNOVER RATE AS A PERCENTAGE OF TOTAL EMPLOYEES				14.7%	
VOLUNTARY EMPLOYEE TURNOVER RATE AS A PERCENTAGE OF TOTAL EMPLOYEES				4.5%	
TOTAL NUMBER OF EMPLOYEES LAID-OFF IN THE LAST FISCAL YEAR				159	




401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Development	ICMM 3	UNGC 3 6	
<p><b>Wages &amp; Benefits</b></p> <p>We provide wages and benefits relative to country economics, matching or exceeding median wages in the countries where we operate. Men and women employed in the same job category receive similar remuneration, according to their level of experience and length of employment, using the same remuneration range. Our benefits programs are country-focused and are primarily determined by local practices and employee needs, but they may also include access to Company programs. Benefits provided include a core group of health care benefits at all operations as well as non-core country-specific benefits. Non-core benefits may include pension and other retirement programs, maternity or parental leave, life and accidental death insurance, wellness programs, and employee assistance programs.</p> <p>In general, full-time employees receive our full complement of benefits available in their country locations, while part-time and contract employees may receive a smaller number of these benefits. The availability and type of benefits offered to part-time and contract workers vary by country. In all cases, employees receive benefits required by law and these may be supplemented by additional benefits.</p> <p>Below is a list of these benefits, by country:</p> <ul style="list-style-type: none"> <li>• <b>Argentina:</b> Temporary or part-time employees receive the same benefits as full-time employees.</li> <li>• <b>Canada:</b> Temporary or part-time employees working more than 20 hours per week at the Toronto Head Office qualify for the same benefits as full-time employees. Temporary employees at our Hemlo mine site do not qualify for benefits.</li> <li>• <b>Chile:</b> Vacation bonus does not apply to temporary or part-time employees.</li> <li>• <b>Dominican Republic:</b> All employees receive fringe benefits such as a pension plan, workers' compensation and social security. Temporary employees are not eligible for elements such as a transportation bonus, food bonus, or benefits program provisions for childbirth, marriage or the death of a family member, and they do not qualify for paid time off. As well, private health insurance applies only to the employee, not their direct dependents.</li> <li>• <b>United States:</b> In order to be eligible for benefits, an employee needs to be regularly scheduled to work at least 30 hours per week. If they are working less than 40 hours, some of their benefits, for example, vacation, would be pro-rated but the rest of the eligibility would be the same as a regular full-time employee.             <ul style="list-style-type: none"> <li>» A part-time regular employee is one who is regularly scheduled to work more than 25 but less than 30 hours per week. They are not eligible for health insurance (medical dental or vision) or life insurance benefits (basic life, supplement life, accidental death or dismemberment or dependent life insurance) or any disability coverages. The only benefits they receive are 401k and pro-rated vacation.</li> <li>» A part-time employee who is regularly scheduled to work less than 25 hours per week is not eligible for any of the benefits programs.</li> </ul> </li> <li>• <b>Zambia:</b> The same benefits are provided to temporary employees, the only difference being contract duration.</li> </ul> <p>Barrick has a number of instruments that provide retirement and savings benefits to employees. We have non-qualified, defined-benefit pension plans covering certain employees and former directors of the company. As well, certain employees take part in defined-contribution employee savings plans (examples include 401(k) plans, 403(b) plans, RRSPs, employee share-purchase plans and deferred profit-sharing plans).</p>					
404-1	Average hours of training per year per employee	Employee Development	ICMM 3 5	UNGC	
<p>Each Barrick employee receives on average almost 65 hours of training and development each year. In 2016, over 900,000 hours of career training were provided to our employees.</p>					



404-2	Programs for upgrading employee skills and transition assistance programs	Employee Development	ICMM 3 5	UNGC	
<p><b>Skills Development &amp; Training</b></p> <p>We are becoming a talent-obsessed firm as any leading organization should be, and strongly believe in professional development and life-long learning. To that end, skills development, vocational training, and apprenticeship programs are often available at our operations. Barrick has also developed role-based, in-house skills development programs to advance employee capabilities. Most of our programs are self-directed, often online as e-module programs, and utilize on-the-job assignments and mentoring. Other programs complement our global curriculum and are designed to address local market capabilities and legislative requirements. Examples of country-specific programs include Supervisors for Success in North America and the Intermediate Management Program in South America.</p> <p>We also have several partnerships in place with universities around the world to facilitate the development of our people. One example is our relationship with the University of Nevada, Reno. This program provides management-skills training to supervisors and managers from our sites across northern Nevada. Future plans include expansion of this public-private partnership to cover other subjects and new groups of students. In addition, professionals who participate in continuing professional development programs, offered through universities or professional organizations, are eligible for Company reimbursement. Employees everywhere may be eligible for Company-sponsored short courses, business seminars, and technical or vocational training to advance their career paths.</p> <p><b>Leadership Development</b></p> <p>Barrick also invests significant effort in developing our employees into future Company leaders. Our global lead-</p>		<p>ership development strategy combines core and specialized programs, as well as experiential assignments and ongoing assessment, for all leadership levels in the organization. Programs such as the Frontline Supervisor Training Program and the Operations Leadership Program are designed to strengthen the skills of our supervisors and mine managers and to maintain the required depth of leadership capability for some of Barrick's most critical roles. These programs build the necessary skills for leaders at multiple levels to develop the capability of their employees, monitor the development and coaching of future leaders, and manage employee performance. We review and revise our programs on a regular basis and provide refresher training, when required.</p> <p>Another example is the Compass program, which is an apprenticeship development program designed for early career professionals to equip themselves with the knowledge and practical skills necessary for their technical roles. It offers cross-functional modules in areas like exploration geology, mine geology, metallurgy, mining, processing, and safety and health, to increase the technical proficiency of graduates and entry-level staff. The program is experiential, with participants advancing their capabilities by completing structured, on-the-job assignments coupled with mentoring guidance to support their career progression in the industry.</p> <p><b>Transition Assistance</b></p> <p>In many countries, Barrick provides outplacement support to employees whose employment has been severed. Services vary by country, but are designed to provide employees with the tools and resources needed to support their job search effort and may include transition counseling, résumé writing, job search assistance, and life skills training.</p>			
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Development	ICMM 3 5	UNGC	
<b>2016 EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEW</b>		<b>MALE</b>		<b>FEMALE</b>	
EXECUTIVES		100%		100%	
MANAGERS		100%		100%	
NON-MANAGEMENT EMPLOYEES		N/A		N/A	

	GRI 402	Labor/Management Relations			
402	Management Approach	Labor Organizations	ICMM	UNGC	
			1	3 6	
<p>Barrick respects employees’ rights to freedom of association and collective bargaining.</p> <p>This includes the right of each individual employee to join a union or other labor association. We have a number of sites around the world where our employees are members of labor unions or collective bargaining associations.</p> <p><b>Our Approach</b></p> <p>We work closely with labor unions and collective bargaining associations to develop and manage effective labor relations programs. Sites with union membership have safety and health topics included in labor agreements. Activities and actions conducted by site safety and health committees are essential to embedding a culture of safety within the Company.</p> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>In 2016, employees in four countries were covered by collective bargaining agreements. This represents approximately 36% of Barrick employees.</li> </ul>		<ul style="list-style-type: none"> <li>In 2016, we did not experience any work stoppages related to labor disputes longer than one week’s duration at any of our sites.</li> <li>100% of agreements with unions cover safety and health topics.</li> <li>We engaged in ten consultations with unions regarding organizational changes in Barrick in 2016.</li> <li>At Pueblo Viejo, we are currently in dispute regarding the required number of workers for representation to meet the Dominican Republic Labor Code requirements for union recognition. We have also been in mediation with the participation of the Ministry of Labor. The mediation has been suspended pending court decision. Unfortunately, there have been disruptive actions during this process, which has led to disciplinary actions and terminations. In line with the statutory regulations, we continue to support our employees’ right to freedom of association.</li> </ul>			
MM4	Number of Strikes and Lock-outs exceeding one week’s duration, by country	Labor Organizations	ICMM	UNGC	
			3	3 6	
<p>In 2016, we did not experience any work stoppages related to labor disputes longer than one week’s duration at any of our sites.</p>					
402-1	Minimum notice periods regarding operational changes	Labor Organizations	ICMM	UNGC	
			3	3 6	
<p>Good communication with our employees is essential for effective management of our global organization. Our employees can access our Company intranet – the Core – for daily and quarterly updates on Company affairs. During major changes to our operations, we keep our employees informed through global webcasted town halls, targeted announcements, online information sessions, the Company intranet, and face-to-face meetings at sites and offices as necessary. For those operations where there are collective bargaining agreements in place, we respect minimum notice periods regarding communicating operational changes as indicated in the agreement. We believe that keeping the lines of communication open between management and labor is the most effective way to have an engaged workforce and to avoid a work stoppage.</p>					

	GRI 403	Occupational Health and Safety			
403	Management Approach	Safety & Health; Occupational Health & Wellness	ICMC 1	UNGC 1	
<p>Mining can be dangerous. Exposure to mining equipment, harsh weather conditions, loud noises, potential rock falls, dangerous chemicals, confined spaces, slips, trips and operator error can all contribute to workplace injuries. Therefore, safety is a significant concern for the mining business. Barrick is committed to achieving a zero-incident work environment with a safety culture based on teamwork and leadership. Nothing is more important than the safety, health and well-being of our workers and their families. Operating a safe workplace is our commitment to our employees and the way we do business. It goes hand in hand with operational success.</p> <p><b>Our safety vision:</b> Every person going home safe and healthy every day.</p> <p><b>Our Approach</b></p> <p>Barrick's <b>Safety &amp; Health Policy</b> and <b>Safety &amp; Health Management System</b> are the primary tools that guide our efforts towards achieving zero incidents. They require safety and occupational health evaluation, planning and design to be integrated into our business development strategies. Safe production is always our goal, and these tools help sites stay committed to continuous improvement in safety performance.</p> <p>We have implemented important safety and health programs and activities, training for all employees, special training for emergency response teams, performance measurement, risk-assessment processes, recognition programs for safety achievement, and a steady flow of information to keep people focused on continuous safety improvement. Regular corporate assurance reviews at our operations help identify safety and occupational health hazards and confirms that effective controls are in place and monitored for continued improvement and effectiveness. When safety and health assurance reviews identify deficiencies, we pinpoint the root causes so that preventive actions can be implemented.</p> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>In 2016, we regret to report a fatality and a severe safety incident at Barrick. Meckson Kakompe was fatally</li> </ul>	<p>injured in Lumwana during a haul truck fire. He was just 32 and is survived by a wife and five children. A Barrick Goldstrike employee suffered a significant injury during a safety training simulation. After many months of recovery, he is back at home and has been cleared for sedentary duty.</p> <ul style="list-style-type: none"> <li>A culture of teamwork and courageous safety leadership contributed to an eleven-year trend of improving our total reportable injury frequency rate (TRIFR). Since 2005, there has been an 86 percent improvement in the TRIFR (from 2.79 to 0.40 in 2016).</li> <li>In 2016, 11 of our 25 workplaces, including operations, projects, offices, and exploration sites, completed the entire year with no lost-time injuries. Ten of these locations also celebrated the entire year with zero reportable injuries.</li> <li>All Barrick sites have occupational health and safety committees representing 100% of Barrick's workers.</li> <li>In 2016, the focus of our Safety and Health Strategy continued to be on our Fatal Risk Management Plan based on the <b>ICMM critical control management guidance</b>. This is a fundamental change in thinking whereby sites work to have processes in place to effectively monitor the identified controls that prevent fatalities. The Company published its Fatal Risk Management Plan guidance in early 2016 and required all sites to implement the Plan in the context of mobile equipment by the end of the year. In 2017, all sites will be asked to complete the implementation for all fatal risk categories.</li> <li>In 2016, the Company undertook safety and health assurance reviews at all sites. In line with Barrick's focus on Life Saving Controls, comprehensive field inspections were conducted during these reviews to assess the implementation of critical controls at an operational level.</li> </ul>				



- Collision avoidance technology was successfully piloted at Cortez in 2016. We will continue to monitor the effectiveness of the technology in 2017 before recommending its use at other sites. As part of our work on collision avoidance, Barrick is a member and part of the advisory group of the Earth Moving Equipment Safety Roundtable (EMESRT) and has been working directly with equipment and technology original equipment manufacturers (OEMs) to accelerate the development of collision avoidance technology for mining equipment.
- In North America, Barrick has taken a closer look at many of the Company's physically demanding jobs and has worked to make these less challenging. As part of this work, a physical demands assessment for each position has been conducted and new hires are now evaluated to determine that they are physically capable to do the required work. In 2017, Barrick will implement physical demands assessments for intra-company transfers. In the future, the Company hopes to conduct periodic evaluations to determine that all workers remain physically capable of performing their jobs.
- In South America, Barrick has made significant strides in fatigue management. Through the use of smart watches, the Company is piloting the monitoring of individuals' sleep quality in order to identify those who, due to lack of sleep, are highly likely to have a sleep event during a shift. This pilot program will be extended to North America in 2017.
- In 2016, the Lumwana mine in Zambia partnered with the Kalumbila District Organizing Committee and the Lumwana Community AIDS Task Force to sponsor World AIDS Day at the local Primary School. The event was attended by approximately 1,800 people and supported the testing of more than 250 people for HIV.

### Priorities in 2017

- Commitment to zero fatalities. Commitment to zero severe safety and occupational health incidents.
- Achieve a Total Reportable Incident Frequency Rate (TRIFR) of 0.32.
- Complete the implementation of the Fatal Risk Management Plan for all of Barrick's priority fatal risks.
- Reduce and mitigate exposure to air emissions at all sites with the goal of eliminating workers' need to wear respiratory protective devices, where possible.
- Expand sleep monitoring to Barrick's North American sites as another step to manage fatigue.
- Assess Barrick's Safety and Health Management System against the forthcoming ISO 45001 Safety and Health Management System Standard and work towards obtaining certification at all sites.

### Fatalities

We regret to report that we had one fatality in 2016. Meckson Kakompe was fatally injured in Lumwana during a haul truck fire. He was just 32 and is survived by a wife and five children. Our goal is to send all of our people home safe and healthy every day. That we did not meet this goal in 2016 is unacceptable.

As a result of this incident, Barrick has partnered with its equipment vendors, equipment manufacturers and other mining companies to share the lessons from our investigation and address deficiencies found in the equipment design and the deployment of fire suppression systems. It is our goal that such a workplace tragedy never occurs again.

### Occupational Health & Wellness

We aim to optimize employee health and well-being because poor health may increase the risk of injury and illness and can decrease both productivity and our people's quality of life.

We seek to identify and manage the risks arising from physical, chemical, and other workplace hazards by anticipating, identifying, evaluating, and controlling these health hazards and exposures. To accomplish this, our sites carry out specific occupational health activities and programs, depending on the exposure at each site.

Barrick's Safety & Health Policy and Safety & Health Management System are the primary tools that guide our efforts towards achieving zero incidents. They require safety and occupational health evaluation, planning and design to be integrated into our business development strategies.

Barrick monitors all sites to verify they are meeting industrial hygiene standards, including regulations on dust, noise control, and ergonomics. Barrick also promotes wellness,

including stop-smoking programs, fatigue management, travel security training, and other initiatives. Through data collection and monitoring, we have identified respiratory illness, improper body positioning that contributes to sprains and strains, fatigue, and poor lifestyle health as the top health risks within the Company. We have put in place a number of programs to address these risks, described below.

Elimination of occupational illness and injuries continued to be a focus at Barrick during 2016. Priority objectives included health exposure determinations and mitigation actions, mitigation of physical demands for top high-risk tasks, and providing functional capacity evaluations for newly hired and transferred employees. Our 2017 strategy will continue to focus on these areas and sites will continue to report their progress.

### Respiratory Illness

Respiratory illness is a concern within the mining industry and, without proper controls in place, it is difficult to detect since symptoms are often not present until years after exposure. Because of this, Barrick has industrial hygiene programs that detect exposure agents such as dust, gases, and fumes, which are tracked in a database management system. This helps us to better identify exposure to agents and allows us to develop measures to mitigate these exposures. We do so with engineering controls such as dust collection systems and ventilation systems. When systems are being installed or repaired, or where engineering controls simply are not enough, Personal Protection Equipment (PPE) such as respirators, are used to protect our workers.

Barrick implemented a Respiratory Protection Standard across the Company in 2012, and we conduct periodic assurance reviews against the Standard, at a minimum of every two years at each site. In addition, through our Health and Wellness program, we conduct periodic medical checks for employees who have a high risk for respiratory illness (such as employees who are frequently exposed to silica or lead).

### Sprains & Strains

Sprains and strains are a leading type of injury within Barrick. We recognize that placement of employees in positions that they are not physically or mentally capable of fulfilling can cause many of these injuries. To keep people safe, our workers must be physically able to do the job they have been hired to do.

Through our Health and Wellness program, we evaluate job positions within the Company for physical requirements. Each of our sites has identified the ten most physically demanding jobs, as well as those that are associated with the most sprains and strains. Each site has an annual target of reducing the heavy physical demands of the job in order to reduce the risk of injury. This process has also helped the Company identify areas where we can improve processes to mitigate physical demands for our workers. Along with physical demand studies, we are focused on ergonomics awareness and training for our employees in order to reduce sprains and strains.

### Fatigue Studies

Fatigue is inherent in any operation in which employees work late into the night, start early in the morning, or work long hours. It is generally believed that fatigue can negatively affect an operation in many ways: fatigued employees are less productive, more prone to health problems, more likely to quit and, most important, more likely to be in an accident. We turned our attention to fatigue in 2011 and began to develop a Fatigue Risk Management Standard (FRMS) using the science of circadian physiology. This Standard is now implemented across the Company and provides a consistent structure and approach to program components such as training, work scheduling and monitoring. At the same time, we investigated how we could identify fatigue episodes on the job.

In South America, Barrick has made significant strides in fatigue management that we plan to roll out to other mine sites. Through the use of smart watches, the Company is piloting the monitoring of individuals' sleep quality in order to identify those who, through lack of sleep, are highly likely to have a sleep event during a shift.

This information can help workers identify ways to help combat fatigue and improve their overall health. To support this work, Barrick has a specific training course for shift workers called Managing a Mining Lifestyle. This four-hour course focuses on personal changes a worker can make in his or her lifestyle to improve both family time and work time. It also looks at sleeping and waking times and hours of sleep during the day and night, and includes an employee survey to better understand commute times, sleep schedules, and worker preferences. Through the Managing a Mining Lifestyle course and working with our management teams, our aim is to develop a culture where employees are comfortable reporting



fatigue. The Company is working to expand the use of sleep monitoring and fatigue monitoring technology to other mine sites.

### Biometric Screening

Poor lifestyle health can increase the risk of injury and illness. That is why, a few years ago, we began to look at what we could do to help employees in North America become healthier. We developed a biometric screening program, offered free to employees and their families, which includes on-site health check-ups and review of results, along with advice from a wellness coach, if desired. The program tries to combat such health-related issues as increased obesity and cardiovascular diseases brought on by aging and lifestyle choices, such as lack of exercise, smoking, and poor nutrition. Incentives are offered to employees to take advantage of this program, which has resulted in increased participation. The focus of the biometric program is to encourage employees to take ownership of their own and their families' health before serious health issues arise. The program has been growing each year as more employees and their families participate.

### Industrial Hygiene

Industrial hygienists use environmental monitoring and analytical methods to detect the extent of worker exposure to contaminants and employ engineering work practice controls and other methods to control potential health hazards. Our hygienists have developed a global database to collect exposure data, which is helping us identify areas where controls are lacking or inadequate.

At the end of 2014, Barrick initiated a study of our internal Occupational Exposure Limits through a third-party professional consultant. The objective was to review peer-reviewed scientific studies related to hazardous substances exposure. Through recommendations and toxicological models, we have established the most appropriate Exposure Limit Values to prevent our workers from suffering adverse effects associated with exposure to these substances. In addition to establishing an Exposure Limit (in workplace air), the review provided "good practice" guidance on the most up-to-date procedures for biological monitoring of certain blood or urine metabolites associated with the substance so that we can know that the substance either does not exist or is at a safe level that would not cause any adverse effect. The review was completed in June 2015; among the findings was confirmation that our biological sampling for arsenic conformed to best practice

and that no adjustment to our current sampling and analysis was necessary.

### Emergency Response

The ultimate goal of Barrick's Safety and Health Management System and supporting programs is to prevent all incidents from occurring in the first place.

At the same time, the Company maintains a high degree of emergency preparedness with appropriate plans, resources, and training to minimize the impact on workers, families, the community, and operations should an emergency occur.

Based on site risk assessments, Barrick sites develop appropriate plans and provide the resources and training required to respond effectively to potential emergencies. Regular drills and simulations test emergency readiness. Visitors to sites must take part in a safety induction program so that they are informed about safety precautions and emergency measures during their visit.

In addition, Barrick maintains trained emergency response teams at every site. These highly trained, skilled professionals are the first responders to any mine emergency. They are recognized experts at first aid, firefighting, dealing with hazardous chemicals and emergency rescues.

### Emergency Response Plans & Procedures

Barrick emergency response teams complete intensive training to make sure they are well prepared to respond in the event of an emergency. Each year, these response teams exceed the minimum requirements of emergency response training, both at Barrick sites and at specialty emergency response and firefighting schools. We also provide emergency response training to contractors. To support their training, our teams regularly compete in various mine rescue competitions with other mining companies. Many of our emergency response teams have earned awards at these competitions.

All sites have emergency response plans and procedures in place. In addition, Emergency Preparedness audits are performed at least every two years. Incident Command and Crisis Management systems are in place at each Barrick mine site and operating unit office.

Our site-specific emergency response plans cover the following, among others:

- Regular testing of emergency procedures
- Identification of emergency scenarios
- List of population and residential centers at risk
- List of environmental and wildlife populations at risk
- List of functions of key people
- Procedure for internal communication
- Procedure for external communication
- Criteria for determining levels of alerts
- On-site and external resources available (e.g. mutual aid agreements)
- Toxicity testing facilities (gas, water)
- Post-emergency evaluation of effectiveness of plan and response
- Ongoing communications plan in relation to progress of clean-up and remediation.

There were incidents during 2016 that required emergency response resources. Post-incident reviews of these events provided us with assurance that our emergency response capabilities meet both our expectations and the needs for high-level response.

### **Safety Committees, Safety Meetings, Safety Training**

Barrick believes that everyone is responsible for workplace safety. Therefore, we have safety committees at all sites and hold regular safety meetings to help address the needs of each site. Many of our operations conduct daily safety meetings, while others conduct weekly meetings.

Joint representation of managers, supervisors and workers on our safety committees helps us hold each other accountable for superior safety and health practices and provides the leadership and resources needed to achieve our vision. Safety interactions, using tools such as Visible Felt Leadership and task observation programs, are also conducted by functional areas within each operation to involve all workers in eliminating unsafe conditions in the work environment.

Along with safety committees, safety training programs are conducted for contractors and employees at all Barrick oper-

ations and projects, as well as at our office locations. This is a requirement of the Barrick Safety and Health Management System and is included in the assurance review process.

### **Courageous Leadership – Courage To Care**

Any mining activity carries an element of risk, and we have worked diligently to develop a culture of leadership through our Courageous Safety Leadership program. Courageous Safety Leadership has been the foundation of achieving our vision of “Every person going home safe and healthy every day” since 2004. There has been an 86% improvement in the injury frequency rate at our mines since the program was introduced.

We recently enhanced our Courageous Safety Leadership training, now known as “Courage to Care”, and rolled out the revamped program in 2015. This is the next step in Barrick’s journey to achieve zero incidents. Courage to Care is taking us from “I make a difference” to “We make a difference” and building an interdependent culture, in which we foster strong relationships, care for others, and empower our people to make the right decisions at all levels of the Company. Our one-day Courage to Care workshop is designed for all employees at every level of the Company, as well as for our long-term business partners.

In 2017, Barrick will continue to build on the success of Courage to Care and embed a new module emphasizing situational awareness into the training (scheduled for release mid-2017).

### **Visible Felt Leadership**

Barrick’s safety culture is the driving force in our everyday activities. The Visible Felt Leadership (VFL) program is a critical aspect of this. This Company-wide program encourages managers and supervisors to be active in the field daily, coaching and mentoring employees and discussing safety to reinforce the message that “no job is worth doing in an unsafe way”.

### **Reducing Fatal Risk Incidents**

Over the past decade, we have seen a substantial improvement in our total reportable injury frequency rate (TRIFR) and other safety statistics. Although we are encouraged by this trend, we know we must continue to increase our efforts so that we can improve even further. Our goal remains zero incidents.





**Fatalities:** We regret to report that we had one fatality in 2016. Meckson Kakompe was fatally injured in Lumwana during a haul truck fire.

**Types of Injuries:** Through data collection and monitoring, we have identified respiratory illness, improper body positioning that contributes to sprains and strains, fatigue, and poor lifestyle health as the top health risks within the Company.

403-3	Workers with high evidence or high risk of diseases related to their occupation	Occupational Health and Wellness	ICMM 4 5	UNGC	
<p>HIV/AIDS and malaria remain a health problem for employees and community members in Zambia. We have programs in place, often in collaboration with NGO partners, to address these illnesses, including HIV/AIDS Voluntary Counseling and Testing (VCT), HIV/AIDS awareness, peer educators, anti-retroviral therapy (ART), and mosquito abatement. These programs have both on-site and community components. One hundred percent of at-risk employees and their families (with regard to HIV/AIDS and/or malaria) are currently eligible to access preventive initiatives or treatment. Affected employees and their families are receiving treatment, highly subsidized or free of charge.</p>					
403-4	Health and safety topics covered in formal agreements with trade unions	Labour Organizations	ICMM 4 5	UNGC	
<p>100% of agreements with unions cover safety and health topics.</p>					



	GRI			
	405	<b>Diversity and Equal Opportunity</b>		
	406	<b>Non-Discrimination<sup>9</sup></b>		
	Management Approach	<b>Non-Discrimination</b>	ICMM	UNGC
			1	1 2 6
<p>Mining continues to be a male-dominated industry. Numerous studies – including our own internal reporting, assessments, and investigations – have confirmed that gender equality, sexual harassment, and gender-based violence are very real risks in the mining industry.</p> <p>We also operate in environments where treatment of women may not always reflect international norms. Indeed, Barrick’s own past experience regarding sexual violence when we operated the Porgera Joint Venture reflects that unfortunate reality. Barrick is committed to providing equal opportunity and freedom from discrimination for all our employees. We also extend these commitments to our third parties through our corporate policies.</p> <p><b>Our Approach</b></p> <p>Barrick’s <b>Code of Business Conduct and Ethics</b>, our <b>Human Rights Policy</b>, and our <b>Policy with Respect to the Declaration of Fundamental Principles and Rights at Work</b> set the tone for the maintenance of a safe and ethical workplace at all Barrick operations and offices. We require that our work environment be free from discrimination and harassment.</p> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>• In 2016, 3,000 employees were trained in preventing harassment, including sexual harassment.</li> <li>• In 2016, 11% of Barrick’s workforce was female, including 16% of management, 13% of executives and 13% of the Board of Directors.</li> <li>• In 2016, the ratio of male to female employees’ salaries at Barrick was 0.94.</li> <li>• In 2016, Barrick joined the 30% Club Canada. The 30% Club aims to develop a diverse pool of talent for all businesses through the efforts of its Chair and CEO members who are committed to better gender balance at all levels of their organizations.</li> </ul> <p><b>Employment Practices</b></p> <p>Barrick is committed to fair employment practices and a workplace in which all individuals are treated with dignity and respect. We do not tolerate discrimination. Our Code of Business Conduct and Ethics and Human Rights Policy both cover harassment and discrimination, and require Barrick to deal fairly with employees and third parties. We believe that every individual within the Company must be accorded equal treatment, and we are each responsible for a workplace that is free from all forms of discrimination, harassment and retaliation.</p> <p>The Company expects that all relationships among employees in the workplace will be professional and free of bias and harassment. We are committed to promoting equal opportunity in the workplace and treating all people – both employees and potential employees – based on their merit. The fundamental criteria for career advancement are work performance, qualifications, competence, abilities, skills, knowledge and experience relevant to the job.</p> <p>We consider men and women equally in our search for new employees, and people of either gender are encouraged to apply for employment in all job categories. Men and women employed in the same job category receive the same remuneration, according to their level of experience and length of employment. However, there may be a gender bias that is predominant in different labor categories. For example, outdoor manual labor may have a higher hourly pay than inside office workers, and there may be a bias of males in the first category and females in the second. Where this occurs, there may be a perceived gender bias in salary. This may actually reflect a gender bias in the choice of work categories rather than in the rates of pay.</p> <p>Any employee, supervisor or manager who is found, after appropriate investigation, to have engaged in unlawful discrimination, victimization, or harassment of another employee</p>				

9 Barrick’s Management Approach to Diversity and Equal Opportunity and Non-Discrimination are the same.

will be subject to appropriate disciplinary action, which, depending on the circumstances, may include dismissal. In all cases, the action will be designed to avoid repetition of the conduct.

To underscore our steadfast position against sexual harassment in the workplace, we have created a global anti-harassment standard. We also have created dedicated programs at a number of sites to address sexual harassment, which has included training, reporting, monitoring and other steps to reduce the likelihood of harassment and assist victims when it occurs. We have engaged in an ongoing partnership with the NGO White Ribbon to provide training and otherwise help address sexual harassment at a number of our sites.

While we recognize that we still have much work to do on our sites and in our offices, we also are considering additional programs in local communities focused on gender rights and gender-based violence. We acknowledge that we have a responsibility to help prevent and mitigate human rights

violations in our local communities, as on our properties, and we are actively considering programs and initiatives to help meet that responsibility.

## Diversity

A diverse workforce encourages creativity and innovation. We draw our workforce from many countries around the world, including each country where we operate, with the result that our global workforce is extremely diverse in terms of national and ethnic backgrounds. We are also committed to the localization of our workforce. To this end, Barrick requires sites to develop plans to guide local employment efforts over the life of the mine and in 2016 the majority of our workforce was from the local areas near our operations.

By bringing together women and men from diverse backgrounds and giving each person the opportunity to contribute his or her skills, experience and perspectives, we believe we are able to deliver the best solutions to our challenges.

405-1	Diversity of governance bodies and employees	Non-Discrimination	ICMM	UNGC
			3	6

### EMPLOYEES BY CATEGORY AND DIVERSITY – 2016

	TOTAL %	GENDER %		MINORITY GROUP	AGE GROUP %		
		MALE	FEMALE		<30	30-50	>50
EXECUTIVES	1.1%	87.5%	12.5%	2.5%	0.0%	50.8%	49.2%
MANAGEMENT LEVEL	4.5%	84.1%	15.9%	8.5%	1.0%	60.1%	38.7%
NON-MANAGEMENT EMPLOYEES	94.5%	88.8%	11.2%	8.0%	17.6%	63.3%	19.2%
TOTAL	100.0%	88.6%	11.4%	8.0%	17%	63%	20%

405-2	Ratio of basic salary and remuneration of women and men	Non-Discrimination	ICMM	UNGC
			3	6

### RATIO OF MALE TO FEMALE SALARY – 2016

<b>BARRICK TOTAL</b>	<b>0.94</b>
ARGENTINA	0.90
CANADA	1.04
CHILE	1.24
DOMINICAN REPUBLIC	1.00
PERU	0.94
UNITED STATES	1.07
ZAMBIA	1.19



GRI	407	<b>Freedom of Association and Collective Bargaining</b>			
	408	<b>Child Labor</b>			
	409	<b>Forced or Compulsory Labor</b>			
		Management Approach <sup>10</sup>	Working Conditions	ICMM	UNGC
				1 3	1 2 3
<p>Mining is a sector in which employees may not always have the right to just and favorable conditions of work.</p> <p>Our industry operates in environments where the use of forced and child labor, particularly in local communities and in supply chains, persists. In these locations, freedom of association, and the right to participate in labor associations, also may be strained. Barrick is committed to upholding the elimination of all forms of forced and compulsory labor, and to supporting the effective abolition of child labor. Barrick also supports the rights of workers to join a union or other labor association. We extend these commitments to our third parties.</p> <p><b>Our Approach</b></p> <p>Barrick's <b>Code of Business Conduct and Ethics</b> ("the Code"), our <b>Human Rights Policy</b>, and our <b>Policy with Respect to the Declaration of Fundamental Principles and Rights at Work</b> set the tone for the maintenance of a safe and ethical workplace at all Barrick operations and offices. At Barrick, we support freedom of association, have zero tolerance for forced labor or child labor, and enforce a minimum-age requirement for our employees.</p> <p><b>Our Performance</b></p> <ul style="list-style-type: none"> <li>Barrick has not identified evidence of slave or forced labor, child labor or human trafficking on any Barrick-operated site. In 2017, Barrick's human rights assessments will include an enhanced assessment of human trafficking.</li> <li>In 2016, 3,000 employees received e-training that included specific material regarding child labor and modern slavery and human trafficking, including how to identify them on-site and in local communities, and where to report concerns where suspicions of child labor and modern slavery and human trafficking may exist.</li> <li>In July 2016, we organized, with UNICEF Canada and the Government of Canada, a multi-sector working group to</li> </ul>		<p>create a checklist related to the Voluntary Principles on Business and Human Rights and children's rights.</p> <ul style="list-style-type: none"> <li>In 2016, 95% of new suppliers received due-diligence screening under the Vendor Onboarding Standard. The onboarding process covers the Supplier Code of Conduct, Barrick's human rights and anti-corruption programs, as well as adherence to the Company's safety and environmental standards.</li> </ul> <p><b>Freedom of Association</b></p> <p>Barrick respects the rights of employees to freedom of association and collective bargaining. This includes the right of each individual employee to join a union or other labor association. We have a number of facilities around the world with unions or bargaining associations, and roughly 36% of our workforce is represented by unions or collective bargaining agreements.</p> <p>Due to our practice of communicating regularly with these associations, we have not had many significant labor relations issues involving our unions. Indeed, we strive to work closely with labor unions or collective bargaining associations to develop and manage effective labor relations programs. Depending on the requirements of the labor union or association, sites with union membership often have safety topics included in labor agreements. We consider activities and actions conducted by site safety and health committees to be essential to embedding a culture of safety within the Company.</p> <p>Barrick respects employees' rights to freedom of association and collective bargaining. This includes the right of each individual employee to join a union or other labor association. We have a number of sites around the world where our employees are members of labor unions or collective bargaining associations.</p> <p>We work closely with labor unions and collective bargaining associations to develop and manage effective labor relations</p>			

<sup>10</sup> Barrick's Management Approach to Freedom of Association and Collective Bargaining, Child Labor, and Forced and Compulsory Labor are reported on together.

programs. Sites with union membership have safety and health topics included in labor agreements. Activities and actions conducted by site safety and health committees are essential to embedding a culture of safety within the Company.

### Child Labor

Child labor is the employment of children that is economically exploitive, likely to be hazardous or to interfere with the child’s education, or likely to be harmful to the child’s health or physical, mental, spiritual, moral, or social development. The legal age at which young people may work varies from jurisdiction to jurisdiction. Barrick does not knowingly employ a person who is under the legal age of employment or where that employment would contravene the International Labor Organization’s convention for age of employment. Barrick’s minimum age for employment is 18; therefore, our hiring practices preclude child labor at our sites in all countries where we operate.

Barrick’s most significant contributions to the effective abolition of child labor are our global investments in education, such as our partnerships with One Laptop per Child, the Public Education Foundation in Nevada, and our community infrastructure development projects that support schools, community centers and recreational areas. We include infor-

mation on child labor in our human rights training, providing information to employees on how to identify and report concerns regarding child labor.


### Forced Labor

Forced and compulsory labor is any work or service, not voluntarily performed, that is extracted from an individual under threat of force or penalty. This includes bonded or indentured labor, slavery or similar coerced labor arrangements. Barrick does not engage in any type of forced or compulsory labor at any of our operations or offices. In 2016, we introduced into our global human rights training a module on how our employees can identify and report concerns regarding modern slavery and human trafficking, whether internally or in our communities. In 2017, Barrick’s human rights assessments will include an enhanced assessment of trafficking.

We readily acknowledge there are more steps we can take. These include thinking about additional approaches to identify modern slavery in our supply chain, and further educating our workforce on how to spot evidence of modern slavery in local communities. We also will continue to work with civil society and other experts to identify new approaches to address this global problem.

408-1	Operations and suppliers at significant risk for incidents of child labor	Working Conditions	ICMM 1 3	UNG 1 2 5	
<p>Barrick has not identified evidence of slave or forced labor, child labor or human trafficking on any Barrick-operated site. In 2017, Barrick’s human rights assessments will include an enhanced assessment of human trafficking.</p> <p>Please see our Management Approach to Child Labor (above) for a full discussion on the measures Barrick takes to contribute to the effective abolition of child labor.</p>					
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Working Conditions	ICMM 1 3	UNG 1 2 4	
<p>Barrick has not identified evidence of slave or forced labor, child labor or human trafficking on any Barrick-operated site. In 2017, Barrick’s human rights assessments will include an enhanced assessment of human trafficking.</p>					



	GRI 410	Security Practices				
410	Management Approach	Security	ICMM	UNGC		
			1 3	1 2		
<p>Barrick explores and operates in diverse locations around the world where security contexts vary greatly. We also produce a precious commodity – gold – and our mine sites house valuable equipment, vehicles, commodities and materials that must also be safeguarded. In light of this, we recognize the need for an effective security program to protect people, products, assets and reputation.</p> <p>Often that means having to rely on public and private security. As a result, we may have no choice but to enter into relationships with security forces that have questionable human rights records, over which we have no control. The need to enter into these security relationships may arise because of violence in local communities, threats to the site and employees, or because the government insists on public security to protect an important national resource.</p> <p>Human rights–related issues in the mining sector that have involved public security personnel include:</p> <ul style="list-style-type: none"> <li>• Discouraging union activity</li> <li>• Enforcing or extracting forced labor</li> <li>• Enforcing workforce discipline</li> <li>• Clearing or resettling people from their land</li> <li>• Using excessive force to make arrests or reduce security risks</li> <li>• Responding with violence to peaceful protests</li> <li>• Intimidating local communities, NGOs and activists</li> <li>• Engaging in extortionate behavior, including taking money or equipment and sexual assaults</li> </ul> <p>In addition, in developing countries, it is becoming increasingly common for governments to assign military personnel to perform policing activities, which has occurred at Porgera and elsewhere. Some of the challenges for companies can arise based on the distinct training regimens for military and police personnel, and access to appropriate equipment for policing activities.</p>		<p>Finally, in all locations, we contract with and employ private security personnel. While private security personnel at our sites generally do not carry hard munitions, they nonetheless can be implicated in serious human rights abuses. Many have prior experience in local police or military forces in which respect for human rights may be wanting or uneven, or are from local communities where violence is prevalent. Fully reliable vetting can be a challenge, and despite company training, messaging and monitoring, improper practices related to the use of force, detention or investigations may occur. Indeed, local private security providers perpetrated the gender-based violence at Porgera, demonstrating vividly and terribly how substantial the risks of negative impacts can be and how attentive we and other companies must be to those risks.</p> <p>Because of these issues and others, multiple studies have confirmed that companies in the extractive sector, including Barrick, often face salient risks arising from their reliance on public or private security forces.</p> <h3>Our Approach</h3> <p>Barrick has developed a Security Policy and Security Management System designed to respect human rights while protecting persons and property associated with our mines. We categorize our operations according to the security risk and, based on the security threat and the location of the operation, we determine which procedures and what type of protective equipment and infrastructure are required.</p> <p>The UN Voluntary Principles on Business and Human Rights (VPs) guide and dictate our overall approach to providing security on a global basis and are integrated into our Security Policy and operationalized by our Security Management System. This includes our engagement with public security providers (e.g., host nation military and police representatives) who may provide external security and response assistance, as well as private security providers. The VPs also help us formulate guidelines and train security personnel on the use of force and respect for human rights.</p>				

Over the past several years, there are many ways we have sought to abide by the VPs, including:

- Focusing on the use of less-than-lethal munitions as part of our security approach;
- Helping to arrange for an independent observer of public security operations;
- Conducting background checks on security employees or contractors, including developing a pre-employment procedure whereby we can use expanded searches and different forms of identity documentation if needed;
- Facilitating human rights training for public security at several locations, including in partnership with the International Committee of the Red Cross;
- Providing substantive input into public security training materials;
- Encouraging local stakeholder consultations related to public security arrangements with a range of governments;
- Participating in local working groups to discuss practices as to implementation;
- Reporting human rights incidents related to public security to appropriate authorities, sharing related internal information, and urging investigations; and
- Participating in and leading working groups with a range of stakeholders to develop tools and identify best practices to assist in implementation.

We assess our compliance with the VPs regularly through multiple internal and external review channels, develop action plans for follow-up, and consider the outcomes of the reviews in developing and strengthening our programs.

Although these steps help mitigate the risks posed by public and private security, we recognize that substantial challenges remain. We will continue to consider approaches to vetting and training private security providers, including through collective action; the International Code of Conduct for Private Security Contractors Association (ICOCA) and activities within the VPs are both potential avenues. We also will consider ways, through the VPs, home governments and other approaches, to help enhance the human rights training for public security, and avoid having public security officers

with credible human rights violation accusations assigned to provide security around our sites. We further will continue to work with leading civil society organizations, companies, and governments to identify best practices and practical solutions to the continued risks that security forces pose.

## Our Progress

- In 2016, Barrick did not experience any severe security-related incidents at the sites it operates.
- In 2016, over 850 security personnel (100% of security employees) received dedicated, in-person human rights training, including use-of-force training, comprising more than 3,000 hours of total instruction. All security personnel receive human rights training on an annual basis. All of Barrick's training requirements apply to third-party organizations providing security personnel.
- We have Memorandums of Understanding with security agencies in Zambia, Peru and the Dominican Republic, reflecting the terms of the VPs.
- We have created a template reflecting our security and human rights expectations for joint ventures and affiliates in which we have an interest but do not control, and seek to use our leverage to help implement those expectations.
- In 2016, we served on the Steering Committee of the UN Global Compact's Business for Peace Platform and the Steering Committee of the VPs. We also worked with the Mining Association of Canada to institute a requirement that members agree to follow the VPs.
- We continue to conduct audits of both our compliance with the VPs (both internal audits and third-party audits) and our compliance with all related policies and procedures, such as the Security Code of Conduct, Use of Force procedure, pre-employment screening and related requirements. In 2016, we conducted audits of seven security-related standards across four sites (Pierina, Lagunas Norte, Veladero and Lumwana), and worked to implement recommendations and follow-up activities.
- Since 2011, we have engaged Bureau Veritas to conduct annual external ICMM assurance audits on the VPs at some sites, resulting in a public Assurance Letter. As part



of that process, Bureau Veritas completed a VP assessment at Veladero in Argentina in 2016 and conducted a VP assessment of Lumwana in early 2017.

- In March 2016, we helped lead a workshop with the Government of Canada related to implementation of the VPs.
- In July 2016, we organized, with UNICEF Canada and the Government of Canada, a multi-sector working group to create a checklist related to the VPs and children’s rights. The checklist was launched in March 2017.

**Our Priorities**

- Zero severe security-related incidents at Barrick-operated mine sites.

- Continue to improve the Barrick Security Strategy and Security Policy through the accurate identification of significant security risks at operations and appropriate mitigation plans, with a strong focus on human rights and security for gold.
- Conduct assurance reviews at seven sites. These reviews will emphasize the role of critical security controls and overall effectiveness of security program.
- Conduct external benchmarking and research into step-change opportunities for the Company’s security performance.
- Develop improved annual security performance targets by which the effectiveness of the function will be judged in 2017.

410-1	Security personnel trained in human rights policies or procedures	Security	ICMM	UNGC	
			1 3	1 2	
<p>In 2016, over 850 security personnel (100% of security employees) received dedicated, in-person human rights training, including use-of-force training, comprising more than 3,000 hours of total instruction. All security personnel receive human rights training on an annual basis. All of Barrick’s training requirements apply to third-party organizations providing security personnel.</p>					



	<b>GRI</b> <b>411</b>	<b>Rights of Indigenous Peoples</b>			
<b>411</b>	<b>Management Approach</b>	<b>Indigenous Peoples</b>	<b>ICMM</b> <b>1 3</b>	<b>UNGC</b> <b>1 2</b>	
<p>Indigenous Peoples often have profound and special connections to the environment where Barrick operates.</p> <p>These connections are tied to their physical, spiritual, cultural, and economic well-being. Considering the values, needs, and concerns of Indigenous Peoples in site activities is fundamental to our partnership approach and the way we do business. Doing so can support the development of long-term, mutually beneficial relationships with those affected by our activities. Successful partnerships with Indigenous Peoples can contribute to more sustainable land management and a stable operating environment.</p> <p><b>Our Approach</b></p> <p>All sites where Indigenous Peoples have rights over or special connections to the land where mining-related activities are located are required to develop and implement an Indigenous Peoples Plan that outlines specific actions to engage, address impacts and provide opportunities to Indigenous Peoples.</p> <p>In May 2013, the ICMM Council of CEOs approved an Indigenous Peoples and Mining Position Statement. It articulates a progressive set of commitments that applies to all ICMM member companies, most notably a commitment to work towards obtaining the consent, as defined by the ICMM Position Statement, of Indigenous Peoples “for new projects (and changes to existing projects) that are located on lands traditionally owned by or under customary use of Indigenous Peoples and are likely to have significant adverse impacts on Indigenous Peoples.” The commitments in the position statement came into effect for new projects or major expansions in May 2015.</p> <p>New projects and significant expansions of operations located on lands traditionally owned by, or under the customary rights of, Indigenous Peoples must align their activities with the ICMM Position Statement on Indigenous Peoples and Mining. Barrick sites must also develop and implement an Indigenous Peoples Plan that outlines specific actions to engage, address impacts on and provide opportunities to Indigenous Peoples. As a company, Barrick has committed to</p>		<p>work towards obtaining consent from significantly impacted Indigenous Peoples for new projects and major changes to existing projects, aligned with the ICMM Position Statement.</p> <p><b>Western Shoshone In Nevada</b></p> <p>Most of Barrick’s mining operations in northern Nevada exist within what was the traditional territory of the Western Shoshone people.</p> <p>While ownership of nearly all of this traditional territory now resides with the United States government, Barrick has committed to ensuring that the Western Shoshone tribes and bands that are located near our operations realize long-term benefits from the development of mineral resources on these lands. For this reason, Barrick entered into a “Collaborative Agreement” with a group of Western Shoshone Tribes and Bands. The Collaborative Agreement is aimed at maintaining regular, ongoing engagement between Barrick and these Western Shoshone communities and sharing a spectrum of benefits derived from Barrick’s operations with this important stakeholder group.</p> <p><b>Collaborative Agreement</b></p> <p>The Collaborative Agreement between Barrick and the leaders of four Western Shoshone Tribes (Duckwater, Ely, Yomba and Duck Valley) was signed in 2008. The South Fork and Wells Bands of the Te-Moak Tribe subsequently signed in 2011, the Elko Band signed in 2012, and the Te-Moak Tribe signed in 2013. While the Battle Mountain Band has not yet signed the Agreement, this community is included in virtually all of the Western Shoshone programs that Barrick implements or supports. All of the signatories agreed to an Update of the Agreement, which was finalized in 2014.</p> <p>The Collaborative Agreement establishes a common vision of long-term engagement and collaboration between Barrick and the eight Western Shoshone communities near Barrick’s Nevada operations. Under the Agreement, Barrick shares benefits with these communities through support of socio-economic development programs that benefit community members. The Agreement does not require signatory tribes</p>			



and bands to give up their rights to challenge or oppose any of Barrick's current or proposed mining operations. Additionally, the Collaborative Agreement does not give Barrick any rights to exploration, development or operation of mineral deposits or mines, or access related to these activities. Barrick does not conduct any activities on tribally owned lands in Nevada.

### Ongoing Engagement

Barrick maintains a program of frequent engagement with the eight Western Shoshone communities in its area of influence. This includes formal quarterly dialogue meetings hosted by one of the tribes or bands; these are open meetings that include council members and general community members from Western Shoshone communities, and Barrick staff, including senior company management. Barrick Community Relations staff also engage informally with the eight Western Shoshone communities on a frequent basis. This includes attendance at open council meetings to provide updates and discuss concerns or interests, meetings with council leadership, meetings with managers of and beneficiaries of tribal programs that Barrick supports, participation in and attendance at community programs and functions, working with Western Shoshone scholarship recipients and other tribal activities.

### Western Shoshone Scholarship Foundation

The Collaborative Agreement established the Western Shoshone Scholarship Foundation, a registered non-profit foundation funded by regular donations derived from Barrick's Nevada operations. The foundation currently has assets of over \$6.4 million and funds higher-education scholarships for a large number of Western Shoshone students who attend universities, colleges and vocational schools throughout the United States. The Foundation has granted nearly \$2.8 million for over 1,250 scholarships since it was established and will continue to assist future generations of Western Shoshone achieve their educational goals.

### Western Shoshone Cultural Advisory Group (WSCAG)

Under the Collaborative Agreement, Western Shoshone communities and Barrick established a cultural advisory group to provide input on exploration and mining projects and operations. The WSCAG is composed of elders and cultural leaders of the eight Western Shoshone communities and meets bi-monthly. This group also acts as another forum for

shared understanding between Barrick management and the Western Shoshone. As part of its work, the WSCAG has developed a Western Shoshone Cultural Awareness Training module and a program to provide this training to Barrick senior management and to Barrick supervisors, superintendents and managers at our mine sites in Nevada. In 2016, Barrick worked with the WSCAG and Tribal Councils to develop a plan for development of a Western Shoshone Cultural Center in Elko on the property of the Elko Band of the Te-Moak Tribe. Agreement on this plan was reached with all eight Western Shoshone partner communities, and a Board of Trustees was being formed at year-end.

### Community Development Initiatives

Barrick supports a broad range of community development initiatives benefiting Western Shoshone communities, including programs focused on education, health, family welfare and economic advancement.

Educational programs include summer youth employment programs for tribal youth, computer equipment, library facilities, after-school programs that include tutoring and mentoring, supplementary nutrition, family counseling on educational opportunities, internship programs for scholarship recipients, youth leadership events, and support for educational infrastructure in the communities.

Health initiatives focus on diabetes, nutrition, elder care, sports, exercise and recreation.

Family welfare support has included programs aimed at child welfare, seniors, domestic violence, substance abuse and community healing.

Economic development initiatives include business management mentoring and consulting for tribal businesses, community comprehensive planning, upgrading of tribal infrastructure including tribal buildings, housing, roads, water systems, communications and internet access, and the development of additional infrastructure.

Barrick supports traditional cultural activities undertaken by the eight partner communities, including Pow Wows, Fandangos and other traditional practices. Cultural support also includes Shoshone language programs within the communities.

Barrick partnered with the Friends of the British Council in 2014 to bring their internationally recognized Active Citizens

program to its Western Shoshone partner communities. Developed internationally by the British Council, the UK's cultural relations organization, the program teaches participants leadership and project management skills, empowering them to build trust and understanding and spearhead sustainable development in their communities. To date, the program has trained 370 members of Barrick's Western Shoshone partner communities.

### **Shoshone Youth Language Apprenticeship Program (SYLAP)**

Barrick provided the impetus for the establishment, and continues to provide support for the operation, of a ground-breaking program for language revitalization in Western Shoshone communities, known as the Shoshone Youth Language Apprenticeship Program (SYLAP), implemented through the University of Utah's Shoshone Language Project (<http://shoshoniproject.utah.edu/>).

This program brings high school-aged youth from Western Shoshone communities to the university every summer for a six-week residency program of language instruction and related cultural activities. In addition, the youth work with university staff to create Shoshone language resources such as children's books illustrating traditional stories in the Shoshone language, a talking dictionary, a Shoshone language video game, and short videos telling traditional stories in Shoshone. These resources are made available to Western Shoshone communities for their use in community-level language and cultural programs. SYLAP staff also provide teacher training for those teaching Shoshone in the communities.

The SYLAP program was awarded the 2013 William Demmert Cultural Freedom Award by the National Indian Education Association for the accomplishments of the program since its formalization in 2009. In late 2016 plans were finalized to move the youth language program to Elko to make it more practical for community members to assist with, and contribute to, the program.

### **Diaguita Communities**

The Diaguita are the main Indigenous group in the area of Chile where the Pascua-Lama project is located. They comprise nearly six percent of the regional population, amounting to some 10,000 Diaguita in the region.

Pascua-Lama is located 80 kilometers from the nearest Diaguita settlement, making them some of the project's closest neighbors. Barrick continues to engage with the Diaguita and other local communities around the Pascua-Lama project to sustain dialogue and build greater trust; our emphasis is on transparent and open communication.

### **Memorandum of Understanding**

Barrick took the temporary suspension of the Pascua-Lama project in 2013 as an opportunity to rebuild relationships, and ultimately trust, with the local community.

On May 29, 2014, Barrick announced a Memorandum of Understanding (MoU) with a group of 12 Diaguita communities and three Diaguita associations in Chile's Huasco province. While a number of these Diaguita communities have supported legal challenges against the project in Chile, the MoU marked a significant step forward in establishing dialogue and working to build trust with this important stakeholder group.

As part of the agreement, Barrick made technical and environmental information about the Pascua-Lama project available to the communities and provided financial resources and materials required to support an independent analysis of this information. This approach is in line with the company's commitment to engage with stakeholders in an open and transparent manner while allowing the communities to study and better understand the project, its impacts and its environmental controls. Under the agreement, a Technical Committee was formed to oversee the work, composed of representatives selected by the MoU signatories. An independent mediator was also appointed. Under the MoU, the Diaguita communities used resources funded by Barrick in order to hire more than 30 independent technical experts to complete due diligence of Pascua-Lama.

While this marked a positive step forward in our relationship with Diaguita communities, roughly 30 percent of the Diaguita people organized in communities in the province did not participate in the MoU.

On April 8, 2015, the Technical Committee of the MoU approved the final report and common diagnosis on the Pascua-Lama project. In April 2015, the company and the participating Diaguita communities (including two additional communities) executed a new Environmental and Social Collaboration Agreement (the "Collaboration Agreement").



This Collaboration Agreement established an environmental fund to further review specific aspects of the project of special relevance to the Diaguita people, including the glacier-monitoring program, water-management system, anthropological and archeological information and ancestral territory. The Collaboration Agreement also established a social fund to contribute to the communities impacted by significant flooding that occurred in March 2015.

In the fall of 2015, as the Pascua-Lama transitioned to care and maintenance, meetings were initiated with the Diaguita leaders to discuss the impact of this transition on the Environmental and Social Collaboration Agreement (i.e., phase 2 of the MoU). The company decided to end the Collaboration Agreement with the Diaguita communities early in September 2015. The social fund investment was completed and a final report was approved by both parties. While the remaining environmental studies have not been substantially advanced, the Company is continuing to work with Diaguita leaders to pursue a long-term agreement, taking into account the current state of the project.

Throughout this process, the project team has been working to improve and enhance its community engagement practices, including with those communities that did not sign the MoU or the Collaboration Agreement. The local community relations (CR) team has submitted regular monitoring reports on impacts and mitigation plans to the Chilean authorities, including:

- Quarterly monitoring reports on traffic, water, glaciers and social investment;
- An annual Public Account to local communities and authorities on social and environment performance; and
- Regular reporting on compliance with commitments to regulators, including grievances and engagement activities with communities.

The CR team also uses a variety of methods, including a grievance mechanism and regular engagement visits to the local communities, and having an office and staff present in the area of influence, to directly and better engage with local stakeholders. The site has expanded its site-visit program and launched **online water** monitoring so that everyone has access to information on the quality of water downstream

of the project site. We have also made attempts to engage the Diaguita communities in a dialogue table. These steps reflect our good-faith effort to rebuild trust with communities around the Pascua-Lama project.

### First Nations and Métis Communities Near Hemlo

Barrick's Hemlo mine in northern Ontario is within close proximity of both the Pic Mobert and Biigtigong Nishnaabeg (formerly Pic River First Nations).

Barrick has developed strong relationships with both communities and actively engages with them on a number of issues, including skills development and environmental stewardship. The relationship provides both First Nations with opportunities for labor contracts, consultation on site closure planning, training and educational opportunities.

### Community Agreements

We have agreements in place with Pic Mobert First Nation and Biigtigong Nishnaabeg (formerly Pic River First Nations), which provide a foundation of positive working relationships, specifically with regard to information sharing, environmental impacts, community/cultural support, youth support, capacity building, training and employment. An Implementation Committee has been formed with both First Nations consisting of representatives from the First Nation and the mine.

The groups meet every six weeks to facilitate dialogue and maintain interactive relationships.


In October 2015, a memorandum of understanding (MoU) was signed with the Métis Nation of Ontario; the MoU's objective is to establish a mutually beneficial, cooperative, productive, and ongoing working relationship between the mine and the Métis Nation of Ontario (MNO).

### Environmental Monitoring

Barrick provides ongoing funding for both First Nations to employ environmental monitors, one from each local First Nation community. Monitors work primarily in the First Nation, with only limited time spent at the mine site where they engage first-hand with Hemlo's environment department in our sampling program and environmental monitoring program, when needed.

MM5	Total number of operations taking place in or adjacent to indigenous peoples' territories, and number and percentage of operations or sites where there are formal agreements with indigenous peoples' communities	Indigenous Peoples	ICMM 3	UNGC 1 2	
<p>Four of Barrick's operations (Hemlo, Cortez, Goldstrike and Turquoise Ridge) are located near the traditional territories of Indigenous Peoples. Barrick has formal agreements with the communities near these sites. The Lumwana mine is located adjacent to three Royal Establishments. The site has an agreement that defines the shared benefits provided to the chiefdoms.</p>					
411-1	Incidents of violations involving rights of indigenous peoples	Indigenous Peoples	ICMM 3	UNGC 1 2	
<p>No recorded incidents of violations involving the rights of indigenous peoples in 2016.</p>					



	GRI 412	Human Rights Assessment			
412	Management Approach	Human Rights; Human Rights Assessments	ICMM 1 2	UNGC 3 10	
<p>As a fundamental operating principle, we try to respect human rights wherever we do business and recognize the equality and dignity of the people with whom we interact every day. Respect for our employees, local community members, and local governments is part of our core values, which guide us in all we do.</p> <p>Carrying out that respect every day, in every situation, everywhere we operate, poses challenges for a global company like ours. We have interests in mining operations on five continents, employ more than 11,000 workers, have some 11,000 contractors, and work with some 10,000 vendors each year. Our mines operate in highly diverse social, economic and political environments, including locations where human rights may not be fully recognized or protected. Each location has a different cultural context, faces different risks of negative human rights impacts, and encounters different expectations from their respective host communities, governments and key stakeholders.</p> <p>Barrick’s human rights compliance program is designed to help embed ethical behavior and a respect for our employees and partners throughout our diverse operations. On a philosophical level, the compliance program is not a risk mitigation effort for the company. Rather, it is a reflection of the company’s values, and an outgrowth of our commitment to respect human rights and avoid negative human rights impacts for rights holders.</p> <p><b>Our Progress</b></p> <ul style="list-style-type: none"> <li>• Barrick did not cause or contribute to, and was not directly linked to, any severe human rights incidents in 2016 at any mine it operates.</li> <li>• In 2016, as part of our global human rights compliance program, Avanzar, an independent consulting organization, conducted human rights assessments at three mine sites: the Pierina and Lagunas Norte mines in Peru, and the Lumwana mine in Zambia. The assessments</li> </ul>		<p>identified a number of risk areas and actual or potential negative human rights impacts, including some repeat findings from prior assessments. Details on these findings are available <a href="#">here</a>. In addition, in 2016, all of our sites underwent internal and external audits that bear some relation to human rights considerations.</p> <ul style="list-style-type: none"> <li>• Approximately 5,000 employees received human rights training in some format in 2016, including all Security employees and contractors, and all Community Relations personnel. In total, this comprised more than 8,000 hours of human rights training across the Company. Training included:                         <ul style="list-style-type: none"> <li>» Over 850 security personnel (100% of security employees) received dedicated, in-person human rights training, including use of force training, comprising more than 3,000 hours of total instruction.</li> <li>» More than 1,000 employees were onboarded in 2016 and received human rights training.</li> <li>» Approximately 3,000 employees received e-training that included specific material regarding child labor and modern slavery and trafficking, including how to identify them on-site and in local communities, and where to report concerns where suspicions of child labor and modern slavery and trafficking may exist.</li> </ul> </li> <li>• In response to growing concerns about global harassment, we introduced a new harassment standard, to help provide greater workplace protections.</li> <li>• In March 2016, Barrick helped lead a workshop with the Government of Canada related to implementation of the VPs. The company also organized, with UNICEF Canada and the Government of Canada, a multi-sector working group to create a checklist related to the Voluntary Principles on Business and Human Rights (VPs) and children’s rights. The checklist was launched in March 2017.</li> </ul>			

## Our Priorities

- To not cause, contribute to, or be directly linked to any severe human rights incidents at any mine we operate.
- In 2017, Barrick will continue to implement its human rights assessment program and will include an enhanced assessment of trafficking.
- Barrick will tie aspects of our Human Rights Compliance Program to executive compensation, as reflected in our annual **Proxy Circular**. The company will also tie compensation to our global bonus scorecard, which can impact employees across the company. In 2017, the bonus scorecard will include key performance indicators related to messaging, employee onboarding, vendor due diligence and implementation of the VPs.
- In 2017, the company will also emphasize our Harassment Standard, which was recently introduced, along with the modern slavery segment. We also expect to emphasize our security training content related to children's rights and those of other vulnerable populations.

## Human Rights Compliance Program

Barrick's Human Rights Compliance Program is a systematic global approach to help all employees, contractors, and business partners respect the human rights of all internal and external stakeholders impacted by our operations.

We know that no program can eliminate all negative impacts that we may cause, contribute to, or be linked to through our operations. We believe, however, that through a logical and embedded program, we can mitigate those risks, and provide appropriate remedies when breaches take place.

We have defined five core principles that underpin our human rights compliance program and six systematic elements that help us implement the program effectively. The compliance program, in turn, assists us in preventing or mitigating risks to rights-holders in six salient risk areas.

### Core Principles of Barrick's Human Rights Program

Through the five principles of the human rights compliance program, we strive to meet the responsibilities identified for companies in the UN Guiding Principles on Business and Human Rights (UNGPs), and maintain a structure that puts

our human rights aspirations into practice. We accept, as we must, that even with the program, we still may cause, contribute to, or be directly linked to negative human rights impacts. Nor will the program always provide ready solutions to the dilemmas and challenges that we continually face. What the program does is to compel us to take a coherent and holistic approach, driven by clear guidelines and requirements, and with the necessary tools to operationalize it across our organization. And when we get this right, we move closer to fulfilling the simple commitment we set for ourselves: to respect human rights wherever we do business and to recognize the equality and dignity of the people with whom we interact every day.

### Principle 1: Grounded in Global Standards

Our human rights program is grounded in international human rights norms, including the International Bill of Human Rights and the eight core conventions of the International Labor Organization, and guided by the UN Guiding Principles on Business and Human Rights, the 10 Principles of the UN Global Compact, and similar standards. Internally, we treat human rights norms as obligatory and non-optional, like the laws we are subject to, wherever we operate. We believe that only through a globally integrated human rights compliance program can we meet our responsibility to respect the human rights of all our stakeholders.

**Principle in practice:** As a member of the International Council on Mining and Metals (ICMM), we are committed to conducting business in accordance with the ICMM's Sustainable Development Principles, which include a commitment to upholding fundamental human rights and respecting culture, customs, and values in dealing with employees and others affected by our activities.

### Principle 2: Leadership from the Top

We believe that every employee in every functional unit plays a role in respecting the human rights of our employees, contractors and community members. At the same time, leadership from the top is essential to the program's success, including emphasizing the importance of the Program and the values that underlie it, and reflecting those values in practice.

**Principle in practice:** The Board of Directors approved our Human Rights Policy and Code of Business Conduct and Ethics. The Corporate Responsibility Committee of the Board oversees our Human Rights Program, receiving quarterly



briefings. Executive Management seeks to reinforce the importance of respecting human rights by championing the Program and ethical behavior more generally, and there is frequent internal messaging regarding the values associated with the program, including through our weekly global Business Program Review (BPR) meetings. In 2012, we also established a Corporate Social Responsibility Advisory Board to provide Barrick's senior executives with external advice and guidance, and we tie human rights to executive compensation and our global bonus scorecard.

### Principle 3: Embedded Throughout the Organization

Respecting human rights is a shared global responsibility. We have worked hard to integrate human rights considerations into Barrick's values, governance frameworks and the corporate management systems of different functional units. From Supply Chain and Human Resources to Security and Community Relations, when human rights elements are entrenched within day-to-day job performance to the point that they are indistinguishable from other aspects of work activities, they are truly operationalized and sustainable.

**Principle in practice:** In our hiring practices and vendor onboarding, we have embedded pre-screening questions for prospective employees and vendors, essentially treating human rights concerns as a basic qualification. Our security procedures related to use of force, investigations, and detention, our environmental procedures related to water and pollution, and our safety procedures related to occupational health all have been reviewed to account for potential human rights risks and impacts. One major improvement has also been strengthening of grievance mechanisms to include a category of human rights; greater responsiveness, corporate accountability and analysis of trends result in procedural changes.

### Principle 4: Shared Learnings

To improve our own practices and to advance business respect for human rights, we are committed to sharing our successes, failures, and program features. We have formed, joined, and led initiatives and working groups focused on dialogue and mutual learning, such as the BSR Human Rights Working Group and the UN Global Compact, actively trying to advance human rights in the business community and offering examples of how it can be done and pitfalls to be avoided.

**Principle in practice:** Barrick serves on the Steering Committee for the UN Global Compact's Business for Peace Initiative and participates in the Global Compact Human Rights and Labor Working Group, as well as the UN Global Compact Supply Chain and Sustainability Working Group. In 2013, after recognizing that Canada lacked a local Global Compact network, we helped inaugurate the Global Compact Network Canada (GCNC), and have been on its Board of Directors since that time. We have led GCNC working groups to create a security and human rights assurance guide, a supply chain sustainability report, an ongoing podcast series on the Global Compact's ten principles, and an e-book on anti-corruption compliance.

### Principle 5: Partnership and Collaboration

We continue to face human rights dilemmas that defy easy answers. Addressing them is only possible in partnership and collaboration with our peers, business partners, and other stakeholders. While we may not always agree with our critics, we are committed to listening to their concerns and learning from their ideas. Through global multi-stakeholder initiatives such as the Voluntary Principles on Security and Human Rights (VPs), and through our community engagement at the local level, we work to advance respect for human rights both in our own operations and among the broader business community.

**Principle in practice:** Barrick has played an active role in the VPs, the leading multi-stakeholder initiative for security and human rights, including serving on its Steering Committee (2012-13, 2016-18), and chairing the Corporate Pillar (2013). In 2012, we volunteered to lead a working group to create a series of key performance indicators that are now followed by a number of companies, including us, in their reporting within the initiative. More recently, recognizing a lack of uniformity among companies and governments in their security support agreements, we participated in a VPs working group to create model clauses to use in support agreements between companies and governments.

## The Six Systematic Elements of the Human Rights Compliance Program

Barrick's Human Rights Compliance Program is a systematic global approach to help all employees, contractors, and business partners respect the human rights of all internal and external stakeholders impacted by our operations. We know, of course, that no program can eliminate all negative impacts that we may cause, contribute to, or be linked to through our



operations. But we also believe that through a logical and embedded program, we can mitigate those risks, and provide appropriate remedies when breaches take place.

Our Human Rights Compliance Program tries to maintain consistency with the UN Guiding Principles on Business and Human Rights (UNGPs) and other international norms. It also attempts to maximize efficiencies with other company compliance programs and activities wherever possible, enabling a coherent company approach composed of a culture of compliance, clear human rights guidelines and requirements, and effective global operationalization.

To meet our objectives, there are six systematic elements that help define the program:

- **Policies and Procedures**
- **Governance and Oversight**
- **Due Diligence**
- **Training and Advice**
- **Disciplinary Action and Remedy**
- **Monitoring and Reporting.**

### **Element 1: Policies And Procedures**

Our Code of Business Conduct and Ethics and Human Rights Policy reflect the key requirements of our program, which are buttressed by a range of policies, procedures and standards.

#### **Policies**

Critical to any effective compliance program is a clear substantive policy and effective implementing documents. In 2011, we modified our **Code of Business Conduct and Ethics** to include an explicit commitment to respecting human rights. Also in 2011, we adopted a standalone Human Rights Policy, which contains the philosophical premise behind our human rights approach: that we will respect the human rights of all stakeholders impacted by our operations. It unequivocally states, "Barrick does not tolerate violations of human rights committed by its employees, its affiliates or any third parties acting on its behalf or related to any aspect of a Barrick operation." Barrick does not tolerate violations of human rights committed by its employees, its affiliates, or any third parties acting on its behalf or related to any aspect of a Barrick operation.

The Policy applies to Barrick corporate offices and to every aspect of the mines and projects that Barrick operates, including all employees (on or off duty) and third-party contractors. It further declares that a human right is one recognized by the International Bill of Human Rights. It also mandates that we follow the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and we maintain a separate policy specifically dedicated to implementing the Declaration.

#### **Putting it into practice**

While creating policies is important, meeting our commitment is the bigger test. We try to meet that test by embedding human rights considerations into Barrick's values, governance frameworks and corporate management systems. From Supply Chain and Human Resources to Security and Community Relations, Barrick considers it our responsibility to respect human rights throughout the business. Indeed, the Policy is supported by and incorporates numerous function-specific policies. These include: the Supplier Code of Ethics, the Policy with Respect to the Declaration of Fundamental Principles and Rights at Work, the Security Management System, the Community Relations Management System (CRMS), the Anti-Bribery and Anti-Corruption Policy, the Safety and Health Management System, and the Environmental Management System.

#### **Procedures**

We also try to buttress our Human Rights Policy with a number of dedicated policies, standards and guidelines. Internally, we place great importance on reporting concerns and investigations.

Likewise, for external stakeholders, securing and maintaining our license to operate depends on our ability to listen actively and be responsive when they raise issues of importance to them.

#### **Putting it into practice**

In recent years, a priority in Barrick's CRMS, overseen by the Community Relations functional group, has been to require that all operations have an effective grievance mechanism in place. Consistent with the UNGPs, Barrick's CRMS provides all communities where we operate access to a simple and culturally sensitive process through which they can provide feedback and seek resolution to legitimate concerns. The discussion on **grievance mechanisms and remedies** provides



additional information about this, including the number and nature of grievances received in 2016.

Another key procedure relates to reporting and investigating human rights-related allegations. A global internal procedure requires immediate reporting and escalation of information related to potential negative human rights impacts. All information about potential human rights violations must be reported, regardless of whether it seems credible to the employee or the amount of detail that the employee might know. The procedure also contains details on how information should be reported, and it includes an anti-retaliation provision. We also require that all allegations of negative human rights impacts must be investigated, though the nature and extent of the investigation may vary depending on the circumstances. Typically, for serious potential human rights breaches, we strive to create independence in our investigations. That may be through external investigators that we retain. It also may be through our corporate investigations unit, which is housed at our headquarters and is independent of the site or location where a breach may have occurred; the investigations unit is supervised by the Office of General Counsel and Operations Officer, and the results are reported to a committee of the Board of Directors.

Finally, we have created internal guidance documents to help employees in implementing our program. Examples of this include guidance on how to:

- Help detect and respond to allegations of retaliation for whistleblowers
- Map employees for appropriate training
- Conduct due diligence on prospective employees and institute relevant controls
- Provide human rights remediation.

While our policy framework has grown substantially, we are still working to identify ways to strengthen it. In 2016, for instance, in response to growing concerns about global harassment, we introduced a new harassment standard to help provide greater workplace protections. We also felt we could do more to emphasize the importance of reporting concerns in good faith, and introduced new non-retaliation guidance for human resources and legal personnel. In 2017, we also enhanced our Code of Business Conduct and Ethics to make it easier to understand and apply. As we move forward, we

will continue to look for ways to improve our systems and processes.

## Element 2: Governance and Oversight

Day-to-day responsibility of the Human Rights Program is vested within the Office of the General Counsel (OGC) under Barrick's Senior Vice President and General Counsel. In addition, the General Counsel maintains a direct reporting line to relevant committees of the Board of Directors on compliance-related issues, including human rights and investigations. The General Counsel also oversees our anti-corruption program and maintains authority over other international regulatory requirements at the company, helping create efficiencies with the human rights program.

We believe that vesting the Program in the OGC is consistent with the UN Guiding Principles and how we view human rights. Guiding Principle 23(c) states that companies should, "Treat the risk of causing or contributing to gross human rights abuses as a legal compliance issue wherever they operate." As we interpret it, that means we should consider human rights norms to reflect a set of international legal obligations, to be followed in the same way as with other international and local regulatory requirements.

### Putting it into practice

The Corporate Responsibility Committee of the Board of Directors, composed of four independent Board members, is charged with overseeing our human rights program. The Committee receives a quarterly update on salient human rights risks, key issues, trends and projects. These may include significant allegations of human rights violations, transparency and reporting efforts, investigations, remediation efforts, human rights assessment findings and outcomes, and collective action projects. For instance, in 2016, quarterly presentations to the Committee included our approach to human rights issues at joint ventures, how we are adjusting our human rights reporting to satisfy the Human Rights Reporting and Assurance Initiative, the results of our human rights assessments, and details regarding an independent report on the remedy framework at the Porgera Joint Venture.

As the program is primarily implemented on a local basis, accountability rests largely with our country leaders. Country legal heads are expected to provide local guidance, oversight and implementation of the program in their respective jurisdictions. At the same time, we undertake a risk-tiered

approach, placing emphasis and resources on those locations and functions where human rights risks are most acute.

Critical to embedding human rights awareness across our operations is senior management visibly emphasizing the core principles covered by the program. This helps underscore the importance of the program, promotes acceptance, and helps create a culture where employees strive to meet and not evade the requirements of the program. Indeed, while we have a robust training program (elaborated in Core Element #4 – **Training & Advice**), it is not possible to provide training on every potential situation that may arise. A culture of compliance helps employees abide by the values governing the program, and interpret events consistent with it.

There are several ways that we seek to achieve leadership from the top for the Program, including:

**Executive Leadership.** Our Human Rights Policy and Code of Business Conduct and Ethics were approved by our Board of Directors, demonstrating the significance of these programs to the company. Executive management seeks to reinforce the importance of respecting human rights by championing the human rights compliance program and ethical behavior more generally through different avenues, such as executive addresses, town halls, and global emails.

**Business Plan Reviews.** We also have a Business Plan Review (BPR) meeting every week, a reporting session that includes senior leaders of corporate functional units and sites. The BPRs are overseen by Barrick's President and the company's Chief Operating Officer. Once per month, the OGC reports at the BPR on how the human rights program is progressing against its relevant goals and on issues that might prevent the program from achieving its objectives. Each site and advanced project also must report in the BPR on license-to-operate issues, which by definition include the human rights program. The BPRs enhance transparency, reminding all global leaders about key areas of the program, as well as identifying progress, challenges and concerns.

**CSR Advisory Board.** In 2012, we established a Corporate Social Responsibility Advisory Board to provide Barrick's senior executives with external advice and guidance on emerging CSR issues and trends, as well as feedback on our performance. The Advisory Board includes highly respected figures from different disciplines: Aron Cramer, Robert Fowler, and Gare Smith, with John Ruggie serving as a special consultant.

Chaired by Barrick's President, the board convenes twice per year, and as part of its mandate it receives updates on issues related to human rights matters at Barrick.

**Executive Compensation.** We tie aspects of the program to executive compensation, as reflected in our 2016 and 2017 Information Circulars. We also tie it to our global bonus scorecard, which can impact employees across the company; in 2017, the bonus scorecard includes key performance indicators related to messaging, employee onboarding, vendor due diligence and implementation of the VPs.

**Frequent Messaging.** There is frequent internal messaging regarding the values associated with the program and compliance with the program itself through company newsletters, in dedicated human rights posters that have been posted at all sites and projects, in flyers and handouts related to the program, via our social media channels, and through other means.

As with other areas of our program, we are continuing to think about ways to improve its governance and oversight. One area we are working on is how to improve our influence over, and visibility into, entities in which we own an interest, but do not control. Another area we are considering is whether to add additional personnel to help implement the program. For 2017, we also are making slight adjustments to our presentations to the Corporate Responsibility Committee of the Board, to allow for more organized and in-depth reports.

*How does Barrick address human rights at joint ventures and entities it does not control?* Like other companies in our sector, we have entered into joint ventures and other arrangements in which we may hold a significant ownership interest, but where our mines are operated by independent entities and third parties. While our human rights program does not formally extend to those sites and operations, we attempt to influence management action through contractual rights and Board membership. That may be through conducting or advocating for audits and assessments, pressing for compensation structures to reflect human rights goals, seeking reports on incidents, engaging over aspects of their human rights programs, seeking regular progress updates, asking for details on training and stakeholder engagements, and through other efforts.

In addition, in early 2017, we conducted assessments on Human Rights and on the Voluntary Principles on Security and Human Rights at Jabal Sayid, a site in Saudi Arabia in which Barrick owns 50% with Ma'aden, a Saudi Arabian mining



company. Likewise, at Porgera, in 2017, we pressed for reports from the site and police in response to a police operation to evict squatters from temporary shelters, including advocating for a formal police report.

### Element 3: Due Diligence

Given Barrick's size and diverse operational contexts, no single process can provide a full picture of the company's human rights impacts at any given location, much less around the world. We therefore take a holistic approach to understand our overall human rights footprint.

#### Putting it into practice

**Human rights impact assessments:** One of the cornerstones of our due-diligence efforts is a stand-alone, independent human rights assessment program for Barrick-operated properties. The program is discussed in detail [here](#). The assessments are conducted by Avanzar, a respected independent third-party consultancy, and focus on actual, potential and perceived impacts. Each site is assessed on a periodic cycle of two to three years, depending on risk. The focus is on continuous improvement, not a one-time identification of all risks in, say, a single six-month assessment. A well-regarded NGO, Fund for Peace, serves as an external independent advisor on the program, and Professor John Ruggie also provides advice and guidance on discrete issues associated with the assessments. In-depth assessments of applicable country-level risks have been provided by the Danish Institute for Human Rights.

The human rights assessment program began in 2011, and to date, all high- and medium-risk sites have been assessed at least once. In 2015, an assessment was conducted at the Pueblo Viejo mine in the Dominican Republic. In 2016, assessments were conducted at the Pierina and Lagunas Norte mines in Peru and Lumwana in Zambia. The findings are incorporated into our overall assessment of enterprise risks under our enterprise risk management system, and may be discussed during our weekly BPRs. Summary reports of the 2012, 2013 and 2014 assessments are available by request to [s.jimenez@barrick.com](mailto:s.jimenez@barrick.com).

Our approach is distinguishable from one-time "stand-alone" assessments. It is also different from functional unit management system assessments, although (as noted below) we seek to create synergies with other assessments that relate to human rights to help to more effectively identify our human rights impacts and risks.

### New Acquisitions and Mine Projects

We recognize that it is important for our program to extend in full to new operations that may be developed or acquired. In the mining industry, acquisitions and dispositions of assets are common. In addition, when sites evolve from exploration to construction to operation, their character, personnel and risks change as well. We approach these areas in different ways.

**Pre-acquisition (and disposition).** Under our program, we strive to conduct human rights due diligence as part of acquisitions to identify existing risks and impacts. To that end, we have created an internal guidance document, the Guidelines for Asset Acquisition and Disposition, to assist in conducting human rights due diligence for potential asset purchases (and sales).

**Post-acquisition.** Following an acquisition, it is important that we rapidly apply, and that the acquired company integrate, the human rights program (and other international regulatory and compliance programs) into its systems.

**Pre-construction.** Before mine projects are constructed, we strive to conduct human rights assessments and include them in the Environmental and Social Impact Assessment Reports.

**As operations develop.** As our operations develop, we continue to assess their human rights impacts, risks, and needs, and adjust the program accordingly.

**Internal and external audits:** In addition to our human rights assessments, we conduct a variety of internal and external audit and assurance activities that bear upon the human rights program. The results are examined over a multi-year period to identify trends and changes. We also consider the findings in conjunction with information generated by other processes, such as through our enterprise risk management process, internal audits, grievances, hotline reports, our third-party annual social assurance process, community and stakeholder engagement programs, engagements with site and functional leads, and our investigations into incidents. In 2016, all of our sites underwent internal and external audits that bear some relation to human rights considerations.

**Employee screening:** Important for any compliance program is screening potential employees whose background suggests they pose risks to the substantive principles at issue. All potential Barrick employees receive pre-screening questions that could result in disqualification for employment based on past human rights violations. All employees undergo

basic due diligence through a third-party research platform before being hired, and background checks are conducted for employees in positions of trust. Employees in positions where human rights risks may be most prevalent, such as security, also receive heightened vetting and due diligence. In addition, job applications and/or accepted employment letters and agreements contain statements expressing our human rights expectations.

**Supplier screening and onboarding:** Negative human rights impacts can occur as a result of behavior from our suppliers and their subcontractors. Therefore, as with potential employees, we educate potential suppliers on our human rights expectations before we enter a relationship with them. Before contracting with a supplier, we require that the supplier abide by our Supplier Code of Ethics, which incorporates the 10 Principles of the UN Global Compact and key concepts of Barrick's Human Rights Policy and Policy with Respect to the Declaration on Fundamental Principles and Rights at Work. We also include human rights considerations in our global Vendor Onboarding Standard. This includes basic due diligence on all direct suppliers related to human rights before contracting with them, and it may include enhanced due diligence on suppliers who may have elevated risks of negative human rights impacts or who provide goods or services on-site.

Once Barrick agrees to do business with a supplier, Barrick's Code of Business Conduct and Ethics and Human Rights Policy applies to them in their work for us, just as it does to our own employees. Our contracts with third parties typically have provisions requiring suppliers to abide by key human rights norms and Barrick policies, and we sometimes provide focused training to suppliers who have particular risks of negative human rights impacts. Under our Human Rights Policy, suppliers are expected to report human rights issues of which they become aware, and we may ask suppliers to periodically provide certifications that they are not aware of any unreported human rights allegations in their work. To date, some 6,000 suppliers have undergone baseline due diligence. Where appropriate, we investigate allegations involving existing suppliers and engage with them in providing remediation for negative human rights impacts.

We are continuing to look at ways to make our diligence process more efficient and effective. In 2017, we incorporated into our human rights assessments additional, more in-depth indicators related to trafficking. We are actively considering

different technology solutions to streamline our processes and allow for better record keeping and monitoring. We also are continuing to work with UNICEF and UNICEF Canada to develop a Child Rights and Security Checklist, to help improve the approach for us and others regarding children's rights in the security context and think about how to better protect vulnerable populations more generally.

#### Element 4: Training And Advice

We always try to be clear to our employees and contractors about our human rights expectations and requirements. We start by conveying our expectations even before a new employee joins the company. The pre-screening for prospective employees not only helps us hire the best candidates, but also makes clear the primacy we place on ethical colleagues. In addition, employment letters and agreements contain statements expressing our human rights expectations, again making clear that our human rights standards are unwavering. Upon joining the company, all of our employees, regardless of location or position, receive basic human rights training during their induction. More than 1,000 new employees received this training in 2016. Certain relevant employees, including all security personnel, also receive focused in-person human rights training pertaining to their areas.

#### Putting it into practice

On an annual basis, every employee with a computer receives refresher training on human rights. Many other employees who do not have computers receive training through other means, such as DVDs. In addition, in 2014, the Office of the General Counsel, created a Guidance for Employee Mapping, to help sites identify employees who may be more exposed to certain human rights risks and who therefore should receive enhanced, in-person human rights training on an annual basis. Consistent with that guidance, approximately 5,000 employees received human rights training in some format in 2016, including all security employees and contractors, and all Community Relations personnel. Our "train the trainer" model empowers country-level employees to implement our training program and deliver relevant, accessible, and effective human rights training. For certain functional areas, such as security and Community Relations, Barrick tracks the effectiveness of this training through internal assurance processes and other means.



Finally, thousands of employees are required to sign annual certifications stating that they are not aware of any potential unreported violations of our Human Rights Policy, and agreeing to report any they may learn of. This also serves as a reminder of the importance of the program.

While our training program is comprehensive, we are thinking of ways to improve it. The training could be more engaging for employees and contractors, and we are considering different training approaches. In 2017, we also are going to emphasize our Harassment Standard, which was recently introduced, along with the modern slavery segment. We also expect to emphasize our security training content related to children's rights and those of other vulnerable populations.

### **Element 5: Disciplinary Action And Remedy**

Despite our efforts, we know our policies and procedures will be breached. We think it is important to provide clear information to employees and third parties on the ramifications of breaching our Human Rights Policy, and other policies, as well as our approach to how remediation will be addressed.

#### **Putting it into practice**

At Barrick, our message to employees is clear: violation of our Human Rights Policy and related procedures may lead to discipline, up to and including termination. Those policies and procedures relate not only to avoiding human rights violations, but also to reporting information about known human rights violations, and cooperating with investigators reviewing human rights allegations. Employees have been disciplined and dismissed, and suppliers have been terminated, where individuals have committed human rights violations, have failed to report human rights violations, or have hindered investigations into potential human rights violations.

The potential disciplinary measures for employees range from individual counseling, to focused training, to oral or written warnings, to financial penalties, to termination in cases of serious breaches. In assessing the appropriate disciplinary measures, numerous factors are considered, including: the significance of the procedural breach (and thus of the human rights violation), whether the individual received prior training in the area, the length of time the individual has served in the position, whether the individual was on or off duty, local law, the level of cooperation with investigators, showings of remorse and individual remediation efforts, whether the indi-

vidual has committed past breaches, and whether the breach was intentional.

For third-party suppliers, discipline for committing human rights violations, failing to report violations, and hindering investigations may include termination of existing relationships, requests for focused training, and other measures. We also are unequivocal in advising employees and third parties that, where we conclude that they have committed or contributed to serious human rights violations, we will cooperate with the police in prosecution efforts, and we may assist victims in seeking redress directly against perpetrators.

#### **Compliance Hotline**

Barrick has internal global procedures that outline the mechanisms that employees and third parties can use to notify local and corporate management of potential human rights violations. These procedures also specify how alleged violations are to be investigated. Employees and third parties are routinely encouraged to use Barrick's Compliance Hotline to report any potential human rights violations they might see or hear about. Details on the hotline are available on Barrick's website and intranet. Our Code of Business Conduct and Ethics emphasizes that employees and third parties who make reports in good faith will not be retaliated against, and we have an internal guidance document to assist supervisors and other operational leaders in monitoring and responding to potential retaliation against those who make reports.

#### **Grievance Mechanism & Remedy**

We recognize that our human rights compliance program will not prevent all negative impacts on rights holders, and we have policies and procedures so that every community in which we operate has simple, accessible grievance mechanisms to provide feedback and request remediation for legitimate concerns. Grievance channels vary by site, and include message boxes, telephone hotlines, town hall meetings, supervisors (for employees), and direct contact with Barrick employees. Our annual human rights assessments include a review of how effectively the grievance mechanisms escalate potential human rights concerns. Our grievance mechanisms are also internally audited for implementation and effectiveness during regular audits of our Community Relations Management System (CRMS), and externally assessed against the UNGPs effectiveness criteria.

When we identify negative human rights impacts that we cause, contribute to, or are directly linked to, we strive to take a culturally appropriate and thoughtful approach to remediation and communication, and we seek to avoid obstructing access to other remedies in a manner consistent with the UNGPs. For instance, in the course of implementing the Porgera Remedy Framework, there was extensive debate over when and whether a company, in providing a remedy to someone under a grievance mechanism, can request that the person forgo future claims against the company for the same harms. Barrick welcomed this debate and sought the advice of a range of actors, including Professor Ruggie, the Office of the High Commissioner on Human Rights, leading human rights attorneys, and prominent human rights consultants and advisors. These experts helped shape Barrick's approach and confirmed that it was consistent with international standards.

We are sensitive to the importance of collaborative stakeholder and victim input in the development of appropriate remedy, and the potential need for independence in circumstances where remediation may be appropriate. For serious negative human rights impacts, we have developed corporate guidelines regarding the internal personnel involved in assessing how remediation of negative human rights impacts will be handled.

In assessing when remediation may be appropriate and the nature of the remediation to be provided, we are particularly sensitive to the importance of victim participation, stakeholder input, as well as the potential need for independence from the operational unit that may be involved in the negative impact. While remedies for negative human rights impacts will naturally differ depending on the circumstances, in-kind remediation is often preferred to cash, and sites have adopted guidelines that consider such factors, including: the degree and nature of the harm suffered, whether mine personnel were involved and on duty, whether third-party perpetrators used mine resources or committed an act related to their contracted duties, the nature of the evidence in support of the claim, the individual's age and personal circumstances, and local laws. Where negative human rights impacts are caused or contributed to by entities in our value chain, we try to use leverage to have them provided with appropriate remedy and design processes to prevent recurrence.

We believe there are ways we can continue to improve our approach to disciplinary actions and remedies. One way is to help make more transparent our consideration of factors that may increase or decrease the severity of discipline; we hope our enhanced Code of Business Conduct and Ethics will help in that respect. We can work to make the operational grievance mechanisms at all of our sites more accessible and attentive to youths and children and their representatives. We also see room for improvement in our approach to influencing the grievance mechanisms at sites we do not operate but where we own a significant interest, and are considering different strategies.

### **Element 6: Monitoring And Reporting**

An important part of our program is persistent monitoring of our activities, particularly around our salient risks (discussed below). In addition, while we strive to be transparent with our external stakeholders, we often must balance competing risks associated with disclosures, including legal risks, potential harm to stakeholders, and confidentiality needs. The UN Guiding Principles themselves acknowledge that tension.

#### **Putting it into practice**

Our monitoring activities take different forms. For instance, we engage in a variety of local programs related to water monitoring and environmental impacts. Our audits and assessments also help assess the status of our programs and their impacts. Local communities, employees and third parties also perform important monitoring of our activities, and can provide feedback through active engagement, our grievance mechanisms and hotline. And of course, our Board of Directors, including our Corporate Responsibility Committee of the Board, provides important monitoring of our activities.

We also try to be transparent in the reporting of our program and performance. Consistent with the UNGPs, we publicize our human rights commitments to local communities and other stakeholders. This includes through consultations with our Community Relations personnel, who are best positioned to provide such information in a culturally appropriate way to potentially affected stakeholders in communities near our operations. As part of the VPs, we also engage with and consult local communities about security arrangements and our expectations around human rights. With those potentially affected, we strive to discuss candidly our systems and processes for mitigating negative human rights impacts that



we may cause or contribute to. We are open in our approach when negative impacts are caused by our suppliers, contractors or other third parties. And we try to report formally when there are severe human rights impacts or risks of such impacts. We have also directly contacted and engaged with key external stakeholders about human rights incidents, progress in remediation efforts, and the relative effectiveness of our systems and processes.

Much of our global external reporting occurs on our website, which we update to reflect new information or events, or through our annual Sustainability Report. Additional reporting is done at conferences, roundtables and workshops. Reporting also takes place through initiatives or groups in which we participate such as the annual reports to the VPs and to the International Council on Mining and Metals (ICMM). For the latter, an external letter of assurance related to our systems and processes is submitted each year and referenced in our Sustainability Report. Other avenues of transparency may occur with our increasing number of partnerships with civil society organizations. A report by UNICEF on a pilot project regarding human rights due diligence at our Lagunas Norte mine in Peru is one example, available [here](#). Furthermore, for the historical sexual assaults at the Porgera mine, which Barrick previously operated, we supported the publication of an expert independent assessment of the formal remedy program that was instituted. That report is available [here](#). Other recent examples include:

- Distributing booklets regarding human rights to local community members and government entities;
- Conducting community surveys on the prevalence of violence to gain feedback on how to improve security arrangements;
- Engaging public officials and community authorities on how to promote respect for law and order, reduce conflict, and enhance and strengthen justice service delivery; and
- Providing education on the impacts of land purchase and sales.

In addition to this public reporting, there are several important internal reporting channels. As noted above, our human rights program is discussed on a monthly basis with all global leaders in our BPRs and reported weekly by our sites in their license-to-operate-report. In addition, the Corporate

Responsibility Committee of the Board is briefed on a quarterly basis. The program is also frequently discussed through other avenues of communication, and elements are incorporated into compensation metrics. When incidents occur or human rights-related allegations are made, an escalation procedure requires immediate reporting to the Office of the General Counsel.

Looking forward, among the six key elements of the human rights compliance program, we believe our monitoring and reporting is perhaps the area where the most work can be done. We are considering, such as through our Human Rights Report, ways to improve our reporting on the elements of our program, where it can be improved and how it can grow. We also know we can be more effective in how we quantify and report on the effectiveness and impacts of our programs. To increase visibility into our operations in real time, we have established cameras available to the public at some of our sites; through technology and digitization, we are identifying other ways to increase that level of transparency.

### Salient Human Rights Risks

As an extractive company with global operations, we know there are many ways our activities may directly or indirectly, and positively or negatively, impact human rights. Our human rights program, and our engagement with internal and external experts and stakeholders, provides many of the important inputs and processes to help us identify these potential impacts. In identifying our salient risks, we undertook three sets of activities:

1. Analyzing the past results of our internal processes. These include results from third-party human rights assessments, internal and external audits and assessments, hotline reports and investigations, grievances and our enterprise risk management process.
2. Analyzing sectoral risks and the risks in the countries and communities where we operate. Our participation in multi-stakeholder initiatives like the Voluntary Principles, in cross-sector working groups like BSR's Human Rights Working Group, and in industry associations like the Mining Association of Canada and the International Council on Mining and Metals (ICMM) are important sources of information. These and other forums help broaden our understanding of where the risk of adverse human rights impacts is most significant for mining companies.



3. Formal and informal consultation with external experts and civil society organizations, and ongoing engagement with internal and external stakeholders, at our mine sites, in our host countries and communities, at the corporate level, and through workshops and meetings as well as one-on-one conversations.

As a result of that analysis, we have identified six key areas that may pose risks to rights-holders:

- **Security**
- **Water management**
- **Safety and health**
- **Non-discrimination**
- **Working conditions**
- **Resettlement.**

### Human Rights Assessments

A cornerstone of our human rights program is a stand-alone, independent human rights assessment program for Barrick-operated properties. Started in 2011, the program has assessed all high- and medium-risk sites operated by Barrick at least once and the highest-risk operations more than once. The assessments are conducted by Avanzar, a highly respected independent consulting organization that focuses on human rights-related assessments. Avanzar assesses the actual, potential, and perceived human rights risks and impacts at every high-risk Barrick operation and advanced project. In 2015, an assessment was conducted at the Pueblo Viejo mine in the Dominican Republic. In 2016, impact assessments were conducted at the Lagunas Norte and Pierina mines in Peru and the Lumwana mine in Zambia.

Fund for Peace, a well-regarded NGO that works to prevent conflict and human rights abuses, has served as an external and independent advisor to the company in this project. Their role has included reviewing and editing the assessment tool used by Avanzar, providing guidance on the assessment plan, reviewing the reports, and discussing follow-up priorities. Professor John Ruggie, former UN Secretary General Special Representative for Business and Human Rights, may also provide advice and guidance on discrete issues associated with the assessments. Finally, several years ago, we developed

a partnership with the Danish Institute for Human Rights, from which we received detailed assessments of applicable country-level laws and the extent to which those laws are implemented, which has further informed our assessment approach.

### The Methodology Used

The third-party assessments of Barrick-operated properties use an assessment tool that covers all potentially relevant human rights and hundreds of individual indicators. The tool focuses on seven categories where extractive companies commonly face the prospect of causing, contributing to or being linked to negative human rights impacts: (1) labor and working conditions; (2) indigenous peoples; (3) economic, social and cultural rights; (4) environment and health and safety; (5) land rights; (6) security; and (7) anti-corruption. Issues related to supply chain, third parties, and vulnerable peoples also are embedded throughout these seven categories. Each of the categories includes several sub-categories, composed of multiple individual indicators, which feed into a three-part question for the sub-category. These questions are: does management have a procedure to address the risk? What actions demonstrate that the procedure has been followed? Do stakeholders believe the company is respecting the human right at issue?

Avanzar's methodology consists of documentary and desktop reviews to identify areas of greatest risk and concern at a country and site level (including consideration of geographic, social and economic-related risks); determining the assessment scope for each site; semi-structured interviews with Barrick employees (on-site and by phone); semi-structured interviews with key external stakeholders (on-site and by phone); and draft report preparation for the Office of the General Counsel (OGC). The process includes substantial internal and external stakeholder engagement to gather information regarding perceived human rights impacts and to verify human rights risks and impacts identified. Avanzar's engagement methodology applies recognized qualitative research methods, including interviews, focus groups, and observation, to capture stakeholder concerns and issues related to Barrick's operations. Key providers of information include specific external rights-holders whose rights may be impacted by the mine, such as nearby communities, individuals who



have been resettled, employees of mine contractors, and individuals who have lodged grievances with human rights implications.

### Drafting the Report and Integration of Findings

After information is gathered and assessed against the tool, Avanzar provides a draft report to the OGC, incorporating and following our enterprise risk management matrix. The OGC shares a draft report with the external independent reviewer, and then with local management and relevant functional unit employees who may be involved in managing salient issues. Those comments are reviewed and integrated, and the OGC issues a final report and proposed action plan. This plan is then reviewed, adjusted and adopted by local management and other relevant personnel who may be involved in managing the pertinent issues. Once finalized, the process calls for action plan items to be included in a data system that automatically follows up with the assigned personnel to create accountability for executing the plan. Presentations on the reviews and follow-up are reported on a monthly basis during BPR sessions with senior company leaders, and quarterly to the Corporate Responsibility Committee of the Board of Directors. Avanzar also assesses whether issues identified in prior assessments have been effectively remediated. Where issues are not effectively remediated, we have learned, the causes can be lack of adequately dedicated resources, lack of training or understanding, or simply a lack of prioritization.

The findings, along with other perceived risks of negative impacts, are incorporated into our overall assessment of enterprise risks under our enterprise risk management system, which is presented to and overseen by the Risk Committee of the Board of Directors. Responses to issues and concerns identified by local external stakeholders are generally addressed by Community Relations personnel, management, and others at each individual site. To the extent tensions arise between mitigating impacts and other business objectives, those tensions may be resolved through dialogue at the Board Committee level, during the BPRs, or in discussions between the OGC and relevant business units.

This assessment approach is distinguished from one-time “stand-alone” assessments, such as predictive assessments conducted during the feasibility and pre-feasibility stages of a project, and functional unit management system assessments designed to measure compliance with policies and procedures

at mine sites. However, consistent with our holistic approach, we try to create synergies with other assessments that relate to human rights to help enhance our ability to accurately identify our human rights impacts and risks. Our compliance with the Voluntary Principles on Security and Human Rights, for instance, is assessed regularly through multiple internal and external review channels, with the outcomes considered by the company and Avanzar. Internal assurance work for functional areas whose activities present salient human rights risks, including Community Relations, Safety and Health, and Environment, also occur regularly.

### 2015 & 2016 Assessments

In 2015, Avanzar conducted a human rights assessment at the Pueblo Viejo mine, in the Dominican Republic (a high-risk site). As in prior years, the assessment was conducted simultaneously with – and to some extent in conjunction with – internal Community, Health and Safety, Environment, and Security audits, which were conducted by auditors from the corporate office. The assessment identified several areas of potential negative human rights impacts, including in relation to monitoring contractor working conditions and their compliance with domestic labor laws and international standards, gaps in noise monitoring by the site, impacts on a local river, and sexual harassment. The assessment also identified steps the site has been taking to address, mitigate and prevent these and previously identified risks, which include:

- Due diligence, including human rights–related due diligence, on new and renewing vendors, and self-certification of Barrick’s Supplier Code of Ethics;
- Investigations and audits of contractors where complaints are lodged (including complaints by contractor employees);
- Dismissing contractors who fail to comply with our policies or the law;
- A risk assessment in the supply chain;
- Environmental monitoring, along with policies, procedures and a management system that includes audits and assessments; and
- Enhanced human resources policies, procedures and training related to sexual harassment and discrimination more generally.

In 2016, Avanzar conducted human rights assessments at the Pierina and Lagunas Norte mines in Peru and the Lumwana mine in Zambia. As in Pueblo Viejo, these assessments also were conducted, to a large extent, simultaneously and in conjunction with audits related to relevant functional units. The assessments identified a number of risk areas and actual or potential negative human rights impacts, including some repeat findings from prior assessments. These included:

- for **Lagunas Norte**: potential indirect contributions to promoting unsafe working and living conditions, as well as child labor, through donations for local community purchasing of coal; and negatively impacting the population of trout in a river used by a local community. The Lagunas assessment also noted that a variety of prior identified risks and impacts had in fact been mitigated or corrected, including in relation to allegations of discrimination by contractors and employees, purchases of land from local landowners, and the removal of squatters from company land.
- for **Pierina**: potential impacts on rights to information about water quality based on reporting, and needs around water quality management more generally, along with a potential risk to one community around long-term access to water quantity. The assessment identified several positive contributions at Pierina, including programs to respect workers' rights during workforce reductions, and a contractor management program to help prevent infringement on labor rights of contract employees.
- for **Lumwana**: inadequate monitoring of working conditions and potential adverse impacts on worker rights by contractors (a repeat finding that was uncorrected); personal questions being asked during job interviews that could lead to potential discrimination allegations, and some contractors asking prospective and current employees for medical tests for pregnancy and sexually transmitted infections; some employees and contractors claiming they could not refuse overtime, creating risks of forced overtime issues; project-induced migration in nearby communities impacting access to basic services, including education, water and sanitation systems; potential impacts on loss of access to forests and destruction of an archaeological site; allegations of private security using excessive force during apprehension of

trespassers. The assessment identified several improvements at Lumwana, including: workshops on harassment and discrimination for all managers and supervisors, resulting in a reduction in perceived workplace discrimination by supervisors; most job descriptions including "community engagement and ensuring a positive impact on local communities"; and an effective local employment program, with a Local Employment Register that the site and all its contractors must use, that tracks all local hires by the company and its contractors.

In addition, assessment findings from past years (some of which relate to sites Barrick no longer operates) have included concerns around use of force by security personnel, various issues related to contractors and suppliers (including their lack of awareness of site grievance mechanisms and their respect for the rights of workers to form unions), unequal treatment between nationals and expatriates, and industrial hygiene programs. Overall, for the sites Barrick presently operates, the negative risks and impacts identified in 2016 and prior years do not seem to indicate broader policy or procedural weaknesses, but rather help identify our salient risks and the challenges associated with them, along with discrete implementation issues and issues arising from in-migration at several locations.

Past assessments have also identified examples of good practice and improvements in areas related to Barrick's salient risks, including in relation to resettlement and consultations, training and vetting of security personnel, participatory water monitoring initiatives, and working with governments to increase access to potable water.

Other previously identified steps that Barrick has undertaken to address noted risks are extensive. Examples include:

- Automating corrective action plans so that appropriate personnel receive timely notifications if the action plans are delayed;
- Strengthening the supplier due diligence programs and onboarding process;
- Enhancing awareness and trust in the implementation of site grievance mechanisms;
- Providing human rights training for grievance officers;
- Conducting certain health impact assessments;



<ul style="list-style-type: none"> <li>Continuing a partnership with the White Ribbon Campaign to address gender-based violence at our mine sites;</li> <li>Providing third-party training for public security forces;</li> <li>Working with international partners to help strengthen the judicial system;</li> <li>Increasing the use of alternative screening methods during employment onboarding;</li> <li>Improving the training of security guards in ways that include stepped- up use of scenarios;</li> <li>Strengthening the culture of whistle blowing, transparency and responsibility; and</li> <li>Improving the approach of the Community, Health, Environment, Safety, Security (CHESS) assurance work related to health and safety.</li> </ul>				
412-1	Operations that have been subject to human rights reviews or impact assessments	Human Rights Assessments	ICMM	UNGC
			1 2	3 10
<p>In 2016, as part of our global human rights compliance program, Avanzar, an independent consulting organization, conducted human rights assessments at three mine sites: the Pierina and Lagunas Norte mines in Peru, and the Lumwana mine in Zambia.</p> <p>In addition, in 2016, all of our sites underwent internal and external audits that bear some relation to human rights considerations.</p>				
412-2	Employee training on human rights policies or procedures	Element 4: Training and Advice	ICMM	UNGC
			1 2	3 10
<p>Upon joining the company, all of our employees, regardless of location or position, receive basic human rights training during their induction. More than 1,000 new employees received this training in 2016. Certain relevant employees, including all security personnel, also receive focused in-person human rights training pertaining to their areas.</p> <p>On an annual basis, every employee with a computer receives refresher training on human rights. Approximately 5,000 employees received human rights training in some format in 2016, including all security employees and contractors, and all Community Relations personnel.</p> <p>Finally, thousands of employees are required to sign annual certifications stating that they are not aware of any potential unreported violations of our Human Rights Policy, and agreeing to report any they may learn of. This also serves as a reminder of the importance of the program.</p>				

	<b>GRI</b> 413	<b>Local Communities</b>			
<b>413</b>	Management Approach	<b>Community Relations; Community Engagement; Grievance Mechanisms; Environmental &amp; Social Impact Assessments; Community Safety</b>	ICMM <b>1</b>	UNGC	
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p>Barrick’s operations can lead to both positive and negative impacts on the people and communities near our mines.</p> <p>A mine can bring increased economic activity, create local jobs, develop much-needed infrastructure, and provide tax revenue that helps support local governments in delivering services. Mining can also contribute to social change, use scarce resources and contribute to an unsustainable influx of people into a community. At Barrick, we know that our ability to operate depends on our relationship with host communities and governments. As such, effectively engaging with local communities is as important to us as any other part of the business and is vital to the success and sustainability of our business.</p> <h3>Our Approach</h3> <p>At Barrick, we believe strong relationships with communities are about getting the simple things right: managing our impacts (such as dust, noise and traffic), doing what we say we will, resolving grievances, and buying and hiring locally.</p> <p>This approach is driven by a <b>Community Relations Policy</b>, which is supported by a Community Relations Standard along with procedures, guidelines, toolkits and comprehensive audits. Together, these form Barrick’s Community Relations Management System (CRMS). The CRMS creates explicit performance requirements for community relations at Barrick projects and operations. It helps our sites get the simple – and important – things right and live up to our commitment of creating long-term mutual benefit in the communities where we operate.</p> <h3>Our Progress</h3> <ul style="list-style-type: none"> <li>While we had no severe community incidents in 2016, we did experience minor social incidents, including protests and NGO campaigns near a number of our sites.</li> </ul> </div> <div style="width: 48%;"> <ul style="list-style-type: none"> <li>» For example, the September 2016 incident at Veladero renewed strained relations with the community of Jachal. In response, the site has worked to strengthen the engagement and social investment strategy. The company is also working to optimize local employment and procurement opportunities in the communities of Jachal and Iglesia near Veladero.</li> <li>» Another incident, near the Pascua-Lama project, saw environmental groups in Alto del Carmen print material alleging the company discharged contaminated water following an avalanche that affected the project’s water management system. The project team conducted an intensive engagement campaign with local governments, communities and the media to clarify that the water was not contaminated. The site has since expanded its site-visit program and launched <b>online water</b> monitoring so that everyone has access to information on the quality of water downstream of the project site.</li> <li>• In 2016, Barrick revised the Community Relations Standard so that it is aligned with the decentralized company structure. The revised Standard shifted the focus from systems and processes to helping sites assess their outcomes and effectiveness.</li> <li>• A License-to-Operate (LTO) Scorecard has been launched as a first step in developing “Best-in-Class” practices in the LTO group. The Scorecard measures the ability of sites to operate within their external context, provides early warning signals of potential risks and whether key risks are being adequately managed. Through this tool, sites will be able to quantitatively demonstrate how building community support directly contributes to Barrick’s business objectives.</li> </ul> </div> </div>					



- The company completed community relations audits at three sites (Lumwana, Lagunas Norte and Pierina) in 2016. A common theme across the audits was the importance of long-term strategic planning and the challenges around increasing the amount of local content at sites.

### Priorities In 2017

- Zero severe incidents involving local communities at the sites Barrick operates.
- Revise the Community Relations audit protocol to align with the revised Community Relations Standard. Six audits focusing on site effectiveness and outcomes will be undertaken in 2017.
- Update the CR Strategy in line with the new **Sustainability Vision**.
- As part of the rollout of the LTO Scorecard, conduct at least two stakeholder perception surveys at 90% of our sites.

### Community Engagement

Effectively engaging with local communities is as important to us as any other part of the business.

Open, honest and respectful communication is essential to developing long-term, mutually beneficial partnerships. Local communities expect and deserve the opportunity to have a voice in decisions that affect them. This means having access to information about the operations, including their social, economic and environmental impacts, and access to company officials who will listen and act on community concerns. By showing respect to local stakeholders, we can facilitate permitting and approvals, promote a more stable operating environment and form lasting partnerships.

Our community partners expect and deserve the opportunity to have a voice in decisions that affect them. This means providing accessible information about our operations, including social, economic and environmental impacts, as well as providing access to company officials who will listen and act on community concerns. Showing respect to local stakeholders is essential in developing long-term and trust-based relationships, which in turn can facilitate permitting and approvals and promote a more stable operating environment.

Each year, as part of the annual assurance process associated with our membership in the International Council on Mining

and Metals (ICMM), an independent, third-party consultant completes site-level stakeholder interviews in at least two of the countries where we operate. Site-level stakeholders include community members, local landowners, local business people, Indigenous Peoples, local government officials, and women's groups. Results of these stakeholder interviews, along with a detailed assurance report and recommendations, are reviewed at a senior level within the company each year.

Barrick's Community Relations Management System (CRMS) helps sites build and sustain strong relationships by providing the guidance and tools on engagement best practices, identifying the key outcomes we seek to achieve and measuring the effectiveness of our engagement activities.

These best practices include:

- Mapping stakeholders and assessing their priorities and concerns;
- Establishing a culturally appropriate way for people to communicate directly to the company;
- Developing two-way dialogue in order to build trust;
- Providing methods for stakeholders to raise concerns and grievances; and
- Documenting engagement activities for internal and external audiences.

As community engagement is a dynamic process, the CRMS is designed to enable sites to adjust their approach as local relationships change and evolve over the life of the mine. Assurance and verification are important parts of our approach, providing sites with feedback and opportunities for improvement.

Embedding community engagement within a corporate management system gives us confidence that we are doing our best to work with communities in a consistent, comprehensive and transparent manner everywhere we operate.

### Stakeholder Engagement Plans

Comprehensive stakeholder engagement throughout the life of our mines is the cornerstone to establishing and maintaining long-term community support for the company's operations.

To help create a consistent approach across all our mine sites, Barrick's CRMS requires all sites to develop and implement stakeholder engagement plans. These plans must, at a

minimum, be based on stakeholder identification, mapping and analysis; include a clear engagement action plan outlining engagement approach and frequency; and track and document all engagement activities.

Our CR teams are especially aware that engagement must be culturally appropriate and involve the whole community. For example, most of our sites explicitly document the proportion of women and men attending community meetings or visiting the offices. Based on these statistics, specific engagement programs for women may be developed.

As a company, Barrick expects all stakeholders to be consulted and informed, in a timely manner, about site activities throughout the life of a mine. For example, communities must be informed of potential social impacts of a change in the mine plan, as well as our plans to mitigate them. Sites must also have processes in place to facilitate stakeholder participation in the decisions or matters that affect them.

### Exploration & Community Engagement

Respectful engagement is critical at all stages of a mine's operation, particularly in the initial exploration phase. Not only does it help us receive a license to explore, it also establishes a positive relationship with the local community if mine development occurs. To this end, we have created guidance for community engagement tailored specifically for our exploration teams. Our *Exploration Community Relations Guidebook* provides the exploration teams with the tools and knowledge they need to engage with communities in a professional and transparent manner.

### Grievance Management

We know that our activities have the potential to cause impacts on our community partners.

An effective grievance mechanism allows local communities to communicate their concerns and issues directly to Barrick so that they may be resolved. This allows our sites to take early action to resolve any issues before they grow into a serious social incident.

Barrick has mandatory requirements related to the implementation and management of grievance mechanisms.

All sites must have a mechanism approved by the Executive Director and General Manager for receiving, documenting, tracking, reporting and responding to complaints and griev-

ances. The grievance mechanisms must be accessible to a wide range of stakeholders, including women and vulnerable people, and be culturally appropriate.

Since 2012, all our sites have had operating grievance mechanisms. We are now focused on strengthening and improving the effectiveness of these grievance mechanisms.

### 2016 Grievances

In general, the types and number of grievances vary significantly between sites. At the majority of our sites, grievances are primarily related to contractor behavior and demands for local employment, local procurement, and contracting opportunities.

In 2016, our sites received 207 grievances and resolved 216 grievances, including cases carried over from 2015. At the end of 2016, 22 grievances remained outstanding.

The success of a grievance mechanism – or of a site's relations with local communities – should not be measured by the number of grievances received. A lack of complaints may indicate a mechanism or company that is not trusted or deemed approachable by local stakeholders. Conversely, large numbers of grievances can indicate open lines of communication and robust community engagement activities.

However, by tracking the number and type of grievances, we are able to identify issues that are important to communities before they become social risks. For example, one of our sites in Peru identified an increase in the number of contractor-related grievances. This allowed the site to take immediate actions to address the problems. This included engaging with the main contractor to have them hire a supervisor to address the social issues at their company and with their subcontractors, and commencing regular coordination meetings between supply chain, community relations and contractors to review any emerging community issues.

Similarly, in the past the company has seen a general increase in the number of grievances related to local employment and procurement across many sites. Each site was able to use this information to re-examine their programs and processes. As a company, this provided clear evidence for the need to re-think how we manage these programs. Ultimately, it led to the development of a local content framework to better support sites' use of local labor, goods and services.



GRIEVANCES RECEIVED AND CLOSED – 2016				
TYPE	GRIEVANCES CARRIED OVER INTO 2016	NEW GRIEVANCES RECEIVED IN 2016	GRIEVANCES CLOSED IN 2016*	OUTSTANDING GRIEVANCES AT END OF 2016
<b>TOTAL</b>	<b>31</b>	<b>207</b>	<b>216</b>	<b>22</b>
LAND	3	8	7	3
PROPERTY DAMAGE	8	16	18	7
NOISE/LIGHT/VIBRATIONS	2	3	4	1
RESETTLEMENT	0	0	0	0
LOCAL PROCUREMENT	0	13	13	0
LOCAL EMPLOYMENT	1	25	26	0
CONTRACTOR ISSUES	9	104	109	4
WATER	4	14	13	5
DUST/EMISSIONS	0	4	4	0
OTHER	4	20	22	2

\*including any historical grievances from previous years.

### Community Investments

Community development programs undertaken in collaboration with – and reflecting the interests of – host communities, governments, civil society, suppliers and others can help mitigate social risk, improve our ability to sustain a license to operate, and generate long-term, sustainable value.

Barrick’s community development programs are designed to fulfil social obligations, mitigate social impacts and social risks, and support community priorities. Our community development activities are also planned with closure in mind. The company spent almost \$22 million on community investments in 2016. Barrick invested nearly \$8 million in education in 2016, including providing nearly 1,500 scholarships.

We take a partnership approach to our community investments, which relies on knowing what matters to our partners – including communities, governments, NGOs and others – and reflecting those interests in our programs, partnerships, and initiatives. This means clearly defining roles, responsibilities and resources, and spelling these out in Memoranda of Understandings (MoUs). Below are several examples of recent partnerships:

- Veladero has developed a number of economic development programs, in partnership with local agricultural organizations, to help diversify the local economy and support agriculture. Most recently, the company is partnering with Aramark (a food services contractor), local municipalities, the San Juan Provincial Government, and

the Mining Ministry on a program to develop potato and onion growing in the communities of Jachal and Iglesia. Barrick is supporting local producers in accessing training and seeds, while Aramark has committed to purchase the produce the farmers grow.

- In the Dominican Republic, Barrick is partnering with INFOTEP, a government agency, to develop vocational and technical courses designed to strengthen the skills of local communities. In 2016, this initiative saw more than 800 people from 14 local communities graduate from 36 different types of training programs.
- In Chile, near the Cerro Casale project, Barrick is partnering with the Prodemu Foundation to implement a program to address skills gaps and improve employment among women in the local communities. The President of Chile created Prodemu to promote and develop the skills of Chilean women. To date, the partnership has supported 40 women from the town of Copiapo and the community of Tierra Amarilla. To date, approximately two-thirds of the women who participated in the program have reported improved livelihoods and a better quality of life as a result of a better job or more success as an entrepreneur.
- As the Pierina mine closes, the site continues to work closely with local suppliers to further enhance their skills. As part of this program, 84% of leaders from 19 local companies have been trained in production, finance, and



- sales. Moreover, all 19 local companies that the mine works with have been trained in marketing, commercial communications, tenders, and commercial tools.
- In 2016, Barrick worked with the Western Shoshone Cultural Advisory Group and Tribal Councils to develop a plan for a Western Shoshone Cultural Center in Elko on the property of the Elko Band of the Te-Moak Tribe. Agreement on this plan was reached with all eight Western Shoshone partner communities and a Board of Trustees is now being formed. When this center is complete, Barrick will be able to repatriate cultural artifacts from its private land to this facility – a priority for our Western Shoshone partners.
- The Lumwana mine in Zambia entered into a partnership with Musika, an NGO, to fund a project under the *Nsabo Yetu* Women Empowerment program. Under the partnership, Musika will provide 51% of the funding required to develop a packaging and grading center for Mangala beans; Barrick will provide the remaining 49%. Mangala beans are an important crop grown by women in the area and this center, will expand their ability to generate income and reduce the women's economic vulnerability.

## Environmental and Social Impact Assessments

Building a new mine or significantly expanding an existing mine is an increasingly complex undertaking, due to more stringent regulations and a more inclusive and transparent process, involving significantly more stakeholders.

We welcome this, as it can help lead to broader and more sustained support for our operations. Before building a new mine or significantly expanding an existing mine, Barrick undertakes detailed impact studies and consults extensively with communities through environmental and social impact assessments. The process can take years, but it is essential for us to build a foundation for good local dialogue and communication.

Knowing and managing our impacts is vital to the success and sustainability of our operations. It helps us take steps to prevent or reduce negative impacts in the first place, while finding ways to take better advantage of opportunities, both during the mine's operations and after it closes.

All Barrick projects and operations complete Environmental Impact Assessments or Environmental and Social Impact Assessments, prior to either developing a project or making any significant change to an existing mining operation.

### Impact Assessments

Depending on the requirements of regulatory authorities and the scope of proposed activities at an operation or a development project, a variety of different assessment documents may be used to assess potential impacts before the activity is undertaken. These can include an Environmental Impact Assessment (EIA), Environmental Impact Statement (EIS), Environmental Assessment (EA) or Social Impact Assessment (SIA).

EIAs, EISs, and EAs are detailed studies used to identify the potential environmental impacts of a project or an expansion to an operation. They describe how project or expansion activities will interact with the local environment and present the proposed actions for managing these impacts to decision-makers and the public.

Leaving a positive and sustainable legacy also requires a strong understanding of the social and economic relationships between the mine and the surrounding communities. We therefore undertake SIAs early in a mine development process to assess the potential social impacts. We take the findings from these assessments into account during mine planning, operations and closure.

At Barrick, many EIAs, EISs, EAs, and SIAs are completed as combined Environmental & Social Impact Assessments (ESIAs) to concurrently identify potential environmental and social impacts and provide in-depth analysis on managing both the intended and unintended environmental and social consequences of our projects. The ESIA process includes consultation with community stakeholders, local businesses and non-government organizations (NGOs), and gathering baseline information – both quantitative, such as community demographics, employment, wildlife counts and soil analysis, and qualitative, such as host government and community perceptions of the project and the company. The scope of an ESIA includes ancillary facilities as well, so the environment and communities located on transport routes or near power plants, for example, are also included.



The ESIA's may address the following resources for potential impact:

- Air quality, water quality, wildlife, and local vegetation, including threatened, or endangered species;
- Ecosystem services upon which stakeholders' livelihoods are dependent;
- Community exposure to water-related, vector-borne and communicable diseases that could result from site activities or the influx of temporary or permanent labor; and
- Individuals and groups that may be directly or disproportionately affected by the site because of disadvantage or vulnerability.

The ESIA must include an environmental management plan that incorporates monitoring, compliance, enforcement, and environmental verification programs.

The ESIA process is supported by Barrick's Community Relations Standard, which requires all sites to develop mitigation plans to address all significant social impacts and to review these on an annual basis so that we are addressing changing and emerging impacts on host communities.

### Community Safety

Although many of Barrick's mining operations are located in uninhabited areas, other operations are on or near lands already occupied or used by other people.

While our presence near these communities can have many positive impacts, including jobs, economic activity, training and improved infrastructure, it can also carry adverse impacts

that may affect the safety of surrounding communities, including increased traffic. Safety is part of Barrick's culture, and we are committed to reducing these impacts and ensuring the safety and security of local community members and our employees.

Where there are significant potential risks to the safety of host communities, Barrick requires all sites to collaborate with these communities in developing a community safety program.

A community safety program identifies the activities required to mitigate all significant potential safety risks, including, at a minimum, those related to road safety, access to emergency response and preparedness, and hazardous material transport. These programs are developed and implemented collaboratively with local external stakeholders, including the local community. In addition, obligations for community safety are often included in permitting and regulatory requirements.

### Safety Programs


The company has developed guidance materials that help sites and communities identify and manage together local safety risks, through the development of a community safety management plan. We have implemented these guidance materials at sites where community safety has been identified as a high risk, such as Pueblo Viejo (in the Dominican Republic), Lumwana (in Zambia), and Veladero (in Argentina).

At our Lumwana mine, where traffic has been identified as a particular concern by the community, we have developed a program with local stakeholders to provide road safety and traffic awareness classes for community members.

MM6	Number and description of significant disputes relating to land use, customary rights of local communities and indigenous peoples	Community Relations	ICMM 2 3 4 9	UNGC	
We had no severe community incidents in 2016.					
MM7	The extent to which grievance mechanisms were used to resolved disputes relating to land use, customary rights of local communities and indigenous peoples, and the outcomes	Grievance Management	ICMM 2 3 4 9	UNGC	
Not applicable.					

413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement; Environmental and Social Impact Assessments; Grievance Management	<table border="1"> <tr> <th colspan="4">ICMM</th> </tr> <tr> <td>2</td> <td>3</td> <td>4</td> <td>9</td> </tr> </table>	ICMM				2	3	4	9	<table border="1"> <tr> <th>UNGC</th> </tr> <tr> <td></td> </tr> </table>	UNGC		
ICMM															
2	3	4	9												
UNGC															
100% of sites.															
413-2	Operations with significant actual and potential negative impacts on local communities	Community Relations	<table border="1"> <tr> <th colspan="4">ICMM</th> </tr> <tr> <td>2</td> <td>3</td> <td>4</td> <td>9</td> </tr> </table>	ICMM				2	3	4	9	<table border="1"> <tr> <th>UNGC</th> </tr> <tr> <td></td> </tr> </table>	UNGC		
ICMM															
2	3	4	9												
UNGC															
100% of sites.															



	GRI	Public Policy			
	415				
415	Management Approach		Government Affairs	ICMM	UNGC
				1	10

Successful mining relies on a partnership with host governments to extract their resources, creating benefits for the countries and communities in which we operate and for our shareholders.

From exploration to construction, operation, and closure, our activities are significantly impacted by the political and regulatory environments of our host countries. We recognize that our mines can play a significant role – economically, socially and politically – in the jurisdictions where we operate.

### Our Approach

We take a partnership approach with all our stakeholders, including with our home and host governments. This means we work to align our interests and priorities with those of our government partners to provide real and sustained value from our operations.

Barrick’s executive directors, their teams in-country, and the head office government affairs team work to build constructive relationships and regularly engage with regulators, public-policy makers and non-governmental organizations, either on a face-to-face basis or through our industry associations.

Through an open and transparent approach, we build enduring, mutually beneficial relationships that will lead to sustained value and stability in the long term. Part of this approach includes collaborating with civil society and developing responsible mining standards and guidelines for our industry. For example, Barrick joined with our industry peers, NGOs and the Canadian government to advocate for and develop comprehensive legislation governing transparency in payments to governments.

### Political Contributions

In general, we do not contribute funding for politicians or political parties, except on a limited basis as allowed by law and Barrick’s Code of Business Conduct and Ethics and our Anti-Corruption Program.

### Dialogue With Government

In 2016, our public policy activities focused on working with our industry associations so that Barrick’s position on important issues was represented. All lobbying activities are compliant with regulations and reported to authorities as required.

Key areas of activity included:

- Engaging with new administrations in our countries of operation, including Canada (October 2015), Argentina (November 2015), the Dominican Republic (May 2016), Peru (June 2016), Zambia (August 2016), and the United States (November 2016).
- Barrick, in partnership with industry, engaged extensively with the government of Zambia on amendments to the Mineral Royalty Tax. The changes adjusted the rate to a sliding scale based on the price of copper, from 4% when copper is below \$2.04/lb to 6% when above \$2.72/lb.
- Barrick worked closely with Chilean authorities and local communities to receive approval for partial amendment of Pascua-Lama’s environmental permit to better reflect the water quality baseline from 2009.
- Following the September 8, 2016, **incident** at Veladero, Barrick engaged extensively with national, provincial and local governments in Argentina after the temporary suspension of operations at the Veladero mine was ordered by the Provincial mining authority and a San Juan Provincial court on September 15, 2016, and September 22, 2016, respectively. On October 4, 2016, following, among other matters, the completion of certain urgent works required by the Provincial mining authority and a judicial inspection of the mine, the San Juan Provincial court lifted the suspension of operations and ordered that mining activities be resumed. Engagement with the government has remained ongoing following the subsequent March 2017 incident.

415-1	Political Contributions	Government Affairs	ICMM	UNGC	
			1	10	
<p>In 2016, Barrick made a total of \$226,000 in political contributions in the United States and \$32,200 in political contributions in Canada, all in the province of Ontario.</p>					



	<b>GRI</b> <b>419</b>	<b>Socio Economic Compliance</b>				
<b>419</b>	<b>Management Approach</b>		<b>Responsible Mining Governance</b>	<b>ICMM</b> <b>1</b>	<b>UNGC</b>	
<div style="display: flex; justify-content: space-between;"> <div style="width: 48%;"> <p>Our commitment to responsible mining is supported by a robust governance framework, setting out the Company's expectations of employees, suppliers, and contractors in the conduct of their daily work.</p> <p>At the core of this framework is the <b>Code of Business Conduct and Ethics</b> and its supporting management systems, programs, and policies. These provide a common standard by which all sites are expected to operate—from community, health, environmental, safety, security, human rights, and ethical perspectives—and help bring Barrick's <b>Vision and Values</b> to life.</p> <p>The Code of Business Conduct and Ethics and its supporting systems are complemented by Board- and executive-level oversight, as well as expert advice from our external <b>CSR Advisory Board</b>, to help keep us true to our commitment to mining in a responsible manner.</p> <p>Barrick's Board of Directors is responsible for the stewardship of the Company and for oversight of the management of its business affairs, while our senior management is responsible for the management and day-to-day operation of the Company. Our obligations, expectations, and intentions are codified in our Vision and Values and the <b>Code of Business Conduct and Ethics</b>, and they are reinforced regularly at all levels of the Company</p> <p>Barrick has in place specific policies that direct employees as they interact with their colleagues, people in communities, government officials, the physical environment and others. To implement these policies, the Company has put in place management systems—from community relations to environment to security—setting expectations, defining performance standards, and providing the necessary tools to manage our social and environmental impacts.</p> <p>Every employee and director must also comply with applicable portions of Barrick's <b>Anti-Fraud Policy, Disclosure Policy, Insider Trading Policy, Anti-Bribery and Anti-Corruption Policy, Human Rights Policy, Policy with respect to the Declaration of Fundamental Principles and Rights at Work, Safety and Occupational Health Policy, Environmental Policy</b>, and his/her particular country's policies. Together, these help embed our commitment to responsible mining</p> </div> <div style="width: 48%;"> <p>practices across our business and translates this commitment into on-the-ground performance.</p> <p>A full inventory of our publicly disclosed policies is available on Barrick's <b>Transparency Hub</b>.</p> <h3>Sustainability Metrics in Performance-Based Compensation</h3> <p>Barrick's performance-based compensation system for senior executives provides incentives that are both short-term and long-term in nature.</p> <p>Annual Performance Incentives for Senior Executives are based on short-term functional and operational priorities. Each Senior Executive has an individual scorecard with measures that relate to Barrick's strategic principles and priorities. Weightings and goals vary by role, but most include a portion that relates to Barrick's sustainability performance. In 2016, all non-executive employees also had a portion of their annual incentive compensation tied to Barrick's short-term Company scorecard. This included a "Reputation and License to Operate" component, composed of safety, environment, anti-corruption, human rights, community relations, and compliance measures, accounting for 15% of the overall scorecard. Detailed information is available in the annual <b>Proxy Circular</b>.</p> <p>Long-term incentives for Senior Executives are determined by a Company scorecard that tracks both financial and non-financial measures, including a "Reputation and License to Operate" component. This category accounts for 15% of the overall scorecard and is assessed based on both quantitative and qualitative measures. We measure our performance trajectory over time for environment (e.g., incidences) and safety (e.g., fatalities, Total Reportable Injury Frequency Rate). Qualitative measures include our overall compliance record, independent assessments of our corporate social responsibility related performance (e.g., International Council on Metals and Mining Assurance review, Dow Jones Sustainability Index listing), success in building and maintaining strong relationships with core stakeholders, and the quality of license to operate risk assessments.</p> <p>In 2016, 15% of performance-based compensation was at risk if Reputation and License to Operate performance was not met.</p> </div> </div>						

419-1	Non-compliance with laws and regulations in the social and economic area		ICMM	UNGC	
Barrick did not have any significant fines or non-monetary sanctions for non-compliance with laws or regulations in the social and economic areas in 2016.			1		



		<h2>Artisanal and Small-scale Mining</h2>					
419	Management Approach	Artisanal Mining	<table border="1"> <tr> <td data-bbox="1078 338 1243 394">ICMM</td> <td data-bbox="1243 338 1409 394">UNGC</td> </tr> <tr> <td data-bbox="1078 394 1243 449">1 5 9</td> <td data-bbox="1243 394 1409 449"></td> </tr> </table>	ICMM	UNGC	1 5 9	
ICMM	UNGC						
1 5 9							
<p>Millions of people around the world maintain their livelihoods through artisanal and small-scale mining (ASM). Barrick has operations that are adjacent to thriving ASM communities, primarily in Peru. The individuals and groups engaged in ASM near our operations are important local stakeholders, and we work with them towards a safer, healthier and more profitable relationship.</p> <h3>Our Approach</h3> <p>At Barrick, we have an opportunity to contribute to the social, economic and institutional development of the communities in which we operate. ASM miners and their dependents constitute a unique part of these communities. However, the presence of ASM operations sometimes involves significant challenges, including poor environmental, health and safety practices; heightened security risks to neighboring communities and operations; child and forced labor; inequitable distribution of benefits in communities; and an illegal trade in minerals. Given these complexities, our approach is to support efforts to legitimize what is sometimes an illegal activity – often conducted in poor and unsafe working conditions – but which drives the local economy.</p> <h3>Illegal Mining</h3> <p>Illegal miners are people who enter a mine property without permission with the intention of stealing gold-bearing ore.</p>		<p>This differs from artisanal miners, who generate income from labor-intensive mining activities, often alongside large-scale mining operations.</p> <p>Safety is a very important issue associated with illegal mining. By entering unsafe areas of the mines (such as open pit walls, ore stockpiles, and active mining areas), illegal miners put their own lives and the lives of our employees at risk. Our response to illegal mining is primarily driven by safety concerns – for both our employees and the trespassers themselves. The level of criminal and violent behavior often displayed by illegal miners can threaten both the local community and our employees, the vast majority of whom are also from local communities. When incursions by illegal miners occur, our security personnel, who have been trained in the <b>Voluntary Principles on Security and Human Rights</b>, are the first to engage in a dialogue with them to encourage them to leave.</p> <p>We also believe there is a clear need to adopt community development strategies alongside and in coordination with improved security measures. The ultimate goal is to eliminate confrontation and work in harmony with local communities by supporting viable, sustainable livelihoods.</p>					



MM8	Number of company operating sites where artisanal and small-scale mining takes place on, or adjacent to, the site; the associated risks and the actions taken to manage and mitigate these risks	Artisanal Mining	ICMM	UNGC	
<p><b>Lagunas Norte</b></p> <p>It has been estimated that approximately 50,000 families are involved in ASM in Peru, most of them in rural areas, including the area near our Lagunas Norte mine. Historically, artisanal mining in Peru has often been unregulated.</p> <p>As part of our community engagement activities, we supported the artisanal mining formalization process launched by the Peruvian government. The development and legalization of artisanal miners through this formalization process will provide access for the ASM community to credit and markets, along with safer working conditions.</p> <p>To start this process, Barrick developed a socio-economic baseline with the ASM communities near Lagunas Norte and, in 2013, signed an Exploitation Agreement. Following extensive engagement with both the coal miners and the regional government, in 2015 the formalization process was concluded and the coal miners were granted certificates from the government for mining operations.</p> <p>In 2016, a second group of artisanal coal miners working near Lagunas Norte, the Asociación Regional de Carboneros de La Libertad (ARCALIB), started to coordinate with the site with the intent to formalize as well. These discussions remain ongoing.</p>			<p>1 5 9</p>		

	<b>Resettlement</b>							
	Management Approach	<table border="1"> <tr> <td data-bbox="812 338 1078 401"><b>Land Acquisition &amp; Resettlement</b></td> <td data-bbox="1078 338 1243 401">ICMM</td> <td data-bbox="1243 338 1409 401">UNGC</td> </tr> <tr> <td data-bbox="812 401 1078 449"></td> <td data-bbox="1078 401 1243 449">1</td> <td data-bbox="1243 401 1409 449">1 2</td> </tr> </table>	<b>Land Acquisition &amp; Resettlement</b>	ICMM	UNGC		1	1 2
<b>Land Acquisition &amp; Resettlement</b>	ICMM	UNGC						
	1	1 2						
<p>At times, the construction or expansion of a mine may require land acquisition and, in some cases, resettlement of local communities.</p> <p>This can entail the physical displacement of people and a disruption of their livelihoods, and represents a salient risk for Barrick. Many companies, including ours, have been criticized for resettlement activities.</p> <p>Barrick seeks to avoid resettlement whenever we can by exploring alternative project designs.</p> <p>We recognize that poorly planned and managed land acquisition, including physical resettlement and economic displacement, can adversely impact communities and our relationships with them. When resettlement cannot be avoided, Barrick's Community Relations teams work together with affected households, communities and host governments to manage resettlement in a manner consistent with local laws and international best practice. Effectively, responsibly, and respectfully managing the impacts and risks where displacement is unavoidable will help limit negative outcomes, help us respect human rights, and support our license to operate.</p> <p><b>Our Approach</b></p> <p>Our approach to resettlement is set out in our Community Relations Management System (CRMS) and Community Relations Standard. Barrick has also developed guidance for sites contemplating resettlement to help them align with best practice.</p> <p>When faced with resettlement, sites are required to develop a Resettlement Action Plan (RAP). RAPs are developed with input from the affected communities and local authorities. A comprehensive RAP includes an entitlement framework, comprehensive compensation standards, livelihoods development programs, and ongoing monitoring and evaluation. These activities, complemented by continuous engagement, help us to deliver on our commitment to improve or, at least, restore the livelihoods and living standards of displaced families and communities.</p>								
<b>MM9</b>	Sites where resettlements took place, the number of households resettled in each, and how their livelihoods were affected in the process	<table border="1"> <tr> <td data-bbox="812 1209 1078 1262"><b>Resettlement</b></td> <td data-bbox="1078 1209 1243 1262">ICMM</td> <td data-bbox="1243 1209 1409 1262">UNGC</td> </tr> <tr> <td data-bbox="812 1262 1078 1346"></td> <td data-bbox="1078 1262 1243 1346">5 9</td> <td data-bbox="1243 1262 1409 1346">1 2</td> </tr> </table>	<b>Resettlement</b>	ICMM	UNGC		5 9	1 2
<b>Resettlement</b>	ICMM	UNGC						
	5 9	1 2						
<p>In 2016, Barrick voluntarily supported the relocation of 40 households of Kahumuna Village by the Solwezi Municipal Council near the Lumwana mine. The municipality undertook the project to facilitate the implementation of the community's integrated development plan (IDP). The Company did not have any authority or direct control over the project.</p>								

	<h2>Closure Planning</h2>				
	<p>Management Approach</p>	<p>Mine Closure</p>	<p>ICMM</p> <p>1 2 6 9 10</p>	<p>UNGC</p> <p>8</p>	
<p>Every mine has a finite operational life, and the eventual closure of a mine can contribute to significant social, economic, and environmental changes, especially in nearby communities.</p> <p>We believe that properly closing a mine has to involve managing and addressing our partners' social and economic concerns, as well as the environmental impacts and obligations created by Barrick.</p> <p>We start planning for mine closure even before construction begins. We have developed a Mine Closure Management System (MCMS) and integrate this planning into our decision making by embedding closure considerations into both our Community Relations and Environmental Management Systems.</p> <h3>Mine Closure Management System</h3> <p>Our mine closure planning — both the social and environmental aspects — begins early in the mine life cycle. During project development, mine closure planning is considered and conceptual Mine Closure Plans are developed. In support of this, we have developed a Mine Closure Management System (MCMS) that incorporates the requirements of a number of foundational Barrick policies, procedures and guidelines, including the Corporate Social Responsibility Charter, Environmental Policy, Mine Closure Standard, Environmental Management System, Community Relations Management System, and Community Relations Standard.</p> <p>Over the life of a mine, reclamation, and closure technologies evolve, regulations can expand, stakeholder expectations can change, and our knowledge expands with lessons learned from around the world. Therefore, the MCMS has been designed to reflect and adapt to changing conditions, including by requiring periodic audits, corrections, and risk assessments.</p> <h3>Our Progress</h3> <ul style="list-style-type: none"> <li>We currently manage 33 sites (including Pierina). In 2016, Barrick signed sale agreements for the sale of three sites (two of which closed in 2016 and one closed in early January 2017) and one farmed-out site in early March 2017.</li> </ul>		<ul style="list-style-type: none"> <li>In 2016, the closure group introduced the brownfield redevelopment program to investigate and execute projects that would generate income for Barrick, reduce site risks, and enhance Barrick's license to operate. Barrick is currently investigating the development of utility-scale solar plants at two closure sites and of recreational and residential developments at several other closure sites.</li> <li>Currently, two of our mines are closing or are nearing planned closure within three to five years: Pierina and Golden Sunlight. At these sites, work is already underway to prepare the local communities for eventual closure.</li> <li>In 2016, Barrick continued to study a number of different innovative programs at closure sites, including:             <ul style="list-style-type: none"> <li>We are studying the application of new water treatment technologies to treat mine impacted water at closure sites in British Columbia and Nevada.</li> <li>In late 2016, we commissioned a vendor to install remote water-quality sampling and analysis equipment for certain constituents of concern at a closure site in Colorado. The balance of remote sensors and equipment will be installed in 2017, which will allow the remote apparatus to sample and analyze all constituents of concern at the site on a continuous basis. Barrick will continue to take all water-quality samples required by its permits, and ship those samples for analysis to an accredited laboratory until such time as it is able to amend its permit to allow for remote sampling and analysis.</li> <li>As part of the closure plan at Pierina, the mine is stabilizing the open pit by constructing an in-pit central backfill, while recovering incidental ounces of gold in the leach pad. Pierina has also constructed more robust water management ponds in the open pit drainage basin. Barrick has commissioned an Acid-Rock Drainage treatment plant for the effluent from the pit and waste rock facilities.</li> </ul> </li> </ul>			



## Environmental Closure

Mine closure planning is an important part of our commitment to environmental protection. During project development, closure planning is considered and conceptual Mine Closure Plans are developed. One hundred percent of our operating sites have mine closure plans in place, which are reviewed and revised regularly. Closure cost estimates are developed, which include funds for concurrent reclamation activities (progressive reclamation of disturbed lands during the operations stage when they are no longer needed for active mining) along with, in some jurisdictions, financial assurance instruments for final reclamation after closure. Barrick has also developed corporate guidance for closure cost estimation in an effort to accurately estimate closure costs.

At closure, in order to return disturbed lands to a stable state for post-mining land use, we remove, relocate, demolish or transfer ownership of buildings and physical infrastructure; remove and dispose of contaminated soils; close pits and shafts; stabilize underground workings; treat mine-impacted waters appropriately; and slope, contour, cap or cover, and (where practicable) re-vegetate our waste rock, heap leach and tailings facilities. We also protect water resources and other environmental media. The post-mining land use of a property may differ from its prior condition and is the result of negotiation and agreement with regulators and stakeholders. In all cases, it is our goal to protect the long-term viability of the land once mining ceases.

## Social Closure

Mine closure can be disruptive to the social and economic activity of the communities near a mine. Planning for closure

from the design stage, and throughout the life of a mine, helps us to better understand community perspectives, identify opportunities to mitigate potential impacts, and make sure adequate resources are available to mitigate negative impacts where practical. Barrick's Community Relations Management System and the Community Relations Standard set explicit requirements for the consideration of social closure in all planning, from the project's design phase through the life of the mine.

To mitigate social, economic and other impacts on these communities, Barrick standards require that, three years prior to anticipated closure, all sites undertake a Social Closure Impact Assessment (SCIA), a Social Closure Risk Assessment (SCRA), and a Social Closure Plan (SCP). SCIA's focus on identifying the potential social risks and impacts to a community from mine closure and require the development of mitigation plans to address any identified risks and impacts.

Most social closure planning activities take place during development and operation and focus on promoting local capacity building. We support education and skills development, and work in close collaboration with local economic diversification programs, where they exist, so that a healthy, sustainable community can continue to flourish once closure is complete.

As well as addressing the needs of local communities, Barrick provides employee assistance during closure to identify new potential career opportunities. Where possible, our goal is to offer continuing employment opportunities at other Barrick operations. We also offer out-placement services for employees who are not able to relocate.

<b>MM10</b>	<b>Number and percentage of operations with closure plans</b>	<b>Mine Closure</b>	<b>ICMM</b>	<b>UNGC</b>
			1 2 6 9 10	8

We currently manage 33 sites (including Pierina). In 2016, Barrick signed sale agreements for the sale of three sites (two of which closed in 2016 and one closed in early January 2017) and one farmed-out site in early March 2017.

100% of our operating sites have environmental closure plans in place.

	<b>Non-Managed Operations</b>			
	Management Approach	Non-Managed Operations	ICMM	UNGC
<p>Barrick holds interests in a number of companies and joint ventures (JV) which it does not operate. As part of our commitment to partnership, we believe in working with our JV partners and affiliates to foster, support, and encourage sustainable business practices. While our programs and policies do not always extend to those sites and operations we do not operate, we seek to influence management action, for example, through contractual rights and Board membership. That may mean conducting or advocating for audits and assessments, pressing for compensation structures to reflect our priorities, seeking reports on incidents, engaging over aspects of their human rights programs, seeking regular progress reports, asking for details on training and stakeholder engagements, and through other efforts.</p>				
<b>SUMMARY OF MINE OWNERSHIP AND OPERATORSHIP – 2016</b>				
<b>OWNERSHIP/OPERATORSHIP</b>	<b>MINE (% OWNERSHIP)</b>		<b>PROJECT (% OWNERSHIP)</b>	
WHOLLY OWNED/ OPERATED*	Cortez Golden Sunlight Goldstrike Hemlo Lagunas Norte Pierina (in closure) Lumwana Veladero		Pascua-Lama Alturas Goldrush	
JOINT VENTURE – BARRICK-OPERATED*	Pueblo Viejo (60%) Turquoise Ridge (75%)		Cerro Casale (75%) Fedorovo (79%)	
JOINT VENTURE – INDEPENDENTLY-OPERATED	Jabal Sayid (50%) Porgera (47.5%)		Donlin Gold (50%)	
JOINT VENTURE – PARTNER-OPERATED	KCGM (50%) Zaldivar (50%)			
AFFILIATE-OPERATED	Acacia (63.9%) (Bulyanhulu, North Mara, Buzwagi)		Kabanga (50%)	
*Reported on in full in Barrick's sustainability-related disclosures.				



## Independently Operated Joint Ventures

Barrick has a stake in a number of operations and projects in which a separate entity manages the site on behalf of the owners. These include:

- **Porgera:** Barrick (Niugini) Ltd. (“BNL”) is the 95% owner of the Porgera Joint Venture and is the manager of the operation. Barrick Gold Corporation and Zijin Mining Group each own 50% of BNL and hence each own 47.5% overall.
- **Donlin:** Barrick and NOVAGOLD Resources Inc. have formed a jointly owned limited liability company, Donlin Gold LLC, which is advancing the project on their behalf.
- **Jabal Sayid:** Barrick formed a joint venture company, Ma’aden Barrick Copper Company (“MBCC”), with Saudi Arabian Mining Company (“Ma’aden”) to operate the Jabal Sayid project. Ma’aden is 50% owned by the Saudi Arabian government. Barrick and Ma’aden own equal shares in MBCC.

In independently operated JVs, Barrick uses its presence on the Board of Directors of the managing company to convey its expectations to management and seeks to exercise its influence for responsible mining practices. For example, we used our influence to encourage BNL to establish a sustainability committee of the Board, modelled after Barrick’s Corporate Responsibility Committee. We have encouraged BNL to institute appropriate policies and practices regarding ethics and compliance, health and safety, environment, community relations, and human rights, among other issues at the independently operated JVs in which we have an ownership interest. We also request immediate reporting of significant incidents to the BNL Board and regular reporting on its programs.

## Partner-Operated Joint Ventures

Barrick also has stakes in mines that are operated by a JV partner. These include a 50 percent stake in the Kalgoorlie Mine in Australia (operated by Newmont Mining Corporation) and a 50 percent stake in the Zaldivar mine (operated by Antofagasta PLC). In such arrangements, Barrick uses its presence on the Board of Directors of the JV to convey its expectations to management and seek to exercise its influence for responsible mining practices.

## Affiliates (Acacia Mining Plc)

Acacia is a fully independent company, listed on the London Stock Exchange (LSE), operating with its own management team and a Board of Directors comprised of a majority of Directors who are independent of Barrick. Barrick owns 63.9% of Acacia Mining Plc.

The LSE requires that premium-listed companies (like Acacia) be independent of majority shareholders (like Barrick, in this case), with all dealings being independent, at arm’s-length, and otherwise in compliance with the UK Corporate Governance Code. The LSE established these rules to protect the interests of minority shareholders. These rules do give Barrick rights to information, and we can appoint three of the eight Board members to exercise influence accordingly through Board participation.

However, the rules explicitly prohibit Barrick from exercising strategic control or directing Acacia’s day-to-day activities and outcomes, and require a relationship agreement to specifically discuss how consistency with the LSE and UK Corporate Governance Code requirements are met. Within the context of this arm’s-length relationship, Barrick seeks to use influence on a number of matters, including its policies and programs related to human rights, and its environmental practices around tailings impoundments.

## Appendix A

# Barrick's 2016 Environmental, Social, and Governance (ESG) Data Tables

The following ESG data tables provide historical, country-wide, and site-specific data relevant for applicable GRI-standard indicators. This information is available in Excel format on Barrick's Transparency Hub ([here](#)).

### Environment

ENERGY									
ENERGY CONSUMED (GJ)	2014			2015			2016		
	DIRECT ENERGY	INDIRECT ENERGY	TOTAL	DIRECT ENERGY	INDIRECT ENERGY	TOTAL	DIRECT ENERGY	INDIRECT ENERGY	TOTAL
<b>BARRICK TOTAL<sup>1</sup></b>	<b>37,622,762</b>	<b>6,374,397</b>	<b>43,997,158</b>	<b>37,360,867</b>	<b>7,357,406</b>	<b>44,718,274</b>	<b>36,770,383</b>	<b>7,457,918</b>	<b>44,228,302</b>
<b>ARGENTINA</b>	3,518,025	–	3,518,025	3,598,903	–	3,598,903	<b>3,353,255</b>	–	<b>3,353,255</b>
VELADERO	3,518,025	–	3,518,025	3,598,903	–	3,598,903	3,353,255	–	3,353,255
<b>CANADA</b>	551,365	691,344	1,242,709	461,034	707,810	1,168,844	<b>464,274</b>	<b>722,254</b>	<b>1,186,528</b>
HEMLO	551,365	691,344	1,242,709	461,034	707,810	1,168,844	464,274	722,254	1,186,528
<b>CHILE</b>	196,340	–	196,340	170,915	–	170,915	<b>7,860</b>	–	<b>7,860</b>
POWER FACILITIES	196,340	–	196,340	170,915	–	170,915	7,860	–	7,860
<b>DOMINICAN REPUBLIC</b>	17,876,300	–	17,876,300	19,075,042	–	19,075,042	<b>18,714,359</b>	–	<b>18,714,359</b>
PUEBLO VIEJO	6,012,537	–	6,012,537	5,998,019	–	5,998,019	6,834,017	–	6,834,017
POWER FACILITIES	11,863,764	–	11,863,764	13,077,022	–	13,077,022	11,880,342	–	11,880,342
<b>PERU</b>	1,420,285	451,287	1,871,572	1,518,585	569,398	2,087,983	<b>1,686,811</b>	<b>635,620</b>	<b>2,322,431</b>
LAGUNAS NORTE	1,120,816	365,128	1,485,944	1,173,972	412,326	1,586,297	1,158,724	411,336	1,570,060
PIERINA	299,468	86,160	385,628	344,613	157,072	501,685	528,087	224,283	752,370
<b>USA</b>	11,967,666	4,304,767	16,272,433	10,742,610	5,018,018	15,760,628	<b>10,633,615</b>	<b>5,013,750</b>	<b>15,647,364</b>
CORTEZ	3,046,218	914,483	3,960,701	2,855,061	922,350	3,777,410	2,857,953	928,334	3,786,287
GOLDSTRIKE	6,272,955	2,937,129	9,210,084	4,683,750	3,617,540	8,301,290	4,913,902	3,683,543	8,597,445
TURQUOISE RIDGE	115,242	180,694	295,936	122,776	212,137	334,912	141,693	261,083	402,776
GOLDEN SUNLIGHT	249,310	272,460	521,770	245,599	265,992	511,591	81,437	140,790	222,227
WESTERN 102 POWER PLANT	2,283,942	–	2,283,942	2,835,425	–	2,835,425	2,638,629	–	2,638,629
<b>ZAMBIA</b>	2,092,780	926,999	3,019,780	1,793,778	1,062,180	2,855,958	<b>1,910,210</b>	<b>1,086,295</b>	<b>2,996,505</b>
LUMWANA	2,092,780	926,999	3,019,780	1,793,778	1,062,180	2,855,958	1,910,210	1,086,295	2,996,505

1 Barrick's energy consumed baseline of 2014 has been revised to only include assets Barrick currently operates. This is in accordance with our Five-Year Energy Plan to better align with GHG and energy reduction target setting. For energy consumed data on divested assets from 2014-2015, please see previous years Responsibility Reports on Barrick's Transparency Hub.



<b>ENERGY</b>			
<b>ENERGY INTENSITY (GJ/ OZ)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>5.3</b>	<b>5.1</b>	<b>5.1</b>
<b>ARGENTINA</b>	3.3	4.0	<b>4.2</b>
VELADERO	3.3	4.0	4.2
<b>CANADA</b>	6.0	5.3	<b>5.1</b>
HEMLO	6.0	5.3	5.1
<b>DOMINICAN REPUBLIC</b>	5.4	6.3	<b>5.9</b>
PUEBLO VIEJO	5.4	6.3	5.9
<b>PERU</b>	3.1	3.4	<b>4.4</b>
LAGUNAS NORTE	2.6	2.8	3.6
PIERINA	23.4	9.3	8.2
<b>USA</b>	6.5	5.4	<b>5.1</b>
CORTEZ	4.4	3.8	3.6
GOLDSTRIKE	10.2	7.9	7.8
TURQUOISE RIDGE	1.1	1.2	1.1
GOLDEN SUNLIGHT	6.0	7.5	6.5
<b>ZAMBIA</b>	15.0	10.5	<b>11.1</b>
LUMWANA <sup>1</sup>	15.0	10.5	11.1

<sup>1</sup> Lumwana is a copper mine and, as such, its energy intensity metrics are not directly comparable to Barrick's other properties. Lumwana data is given in GJ/thousand lbs. Barrick total does not include Lumwana.

<b>FUELS USED (GJ)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>33,991,490</b>	<b>33,760,281</b>	<b>32,848,762</b>
NATURAL GAS	5,947,249	5,178,655	5,399,990
DIESEL	14,488,823	13,962,761	14,302,022
PROPANE	447,953	360,721	339,070
HEAVY FUEL OIL	12,060,113	13,247,948	11,888,211
BIODIESEL	197,191	198,410	211,166
ANFO	315,352	308,288	281,908
EMULSION	127,115	120,355	117,810
GASOLINE <sup>1</sup>	–	–	–
SULPHUR	407,694	383,142	308,586

<sup>1</sup> Gasoline data not available via Barrick's energy tool

<b>ELECTRICITY CONSUMPTION FROM RENEWABLE ENERGY ASSETS (MWH)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
TOTAL ELECTRICITY CONSUMED	2,779,362	3,043,897	3,160,993
CONSUMED ELECTRICITY FROM RENEWABLE ENERGY SOURCES	1,107,985	1,284,299	1,127,513
PERCENTAGE OF ELECTRICITY CONSUMED FROM RENEWABLE ENERGY	39.86%	42.19%	35.67%



<b>GHG EMISSIONS</b>									
<b>GHG EMISSIONS (METRIC TONNES CO2E)</b>									
	2014			2015			2016		
	SCOPE 1	SCOPE 2	TOTAL	SCOPE 1	SCOPE 2	TOTAL	SCOPE 1	SCOPE 2	TOTAL
<b>BARRICK TOTAL<sup>1</sup></b>	<b>2,954,885</b>	<b>371,948</b>	<b>3,326,834</b>	<b>2,945,030</b>	<b>427,225</b>	<b>3,372,255</b>	<b>2,896,758</b>	<b>565,306</b>	<b>3,462,064</b>
<b>ARGENTINA</b>	230,452	–	230,452	234,692	–	234,692	<b>221,312</b>	–	<b>221,312</b>
VELADERO	230,452		230,452	234,692	–	234,692	221,312	–	221,312
<b>CANADA</b>	38,255	21,124	59,379	32,523	15,729	48,252	<b>32,956</b>	<b>10,031</b>	<b>42,987</b>
HEMLO	38,255	21,124	59,379	32,523	15,729	48,252	32,956	10,031	42,987
<b>CHILE</b>	15,247	–	15,247	13,272	–	13,272	<b>610</b>	–	<b>610</b>
POWER FACILITIES	15,247	–	15,247	13,272	–	13,272	610	–	610
<b>DOMINICAN REPUBLIC</b>	1,362,642	–	1,362,642	1,476,159	–	1,476,159	<b>1,442,445</b>	–	<b>1,442,445</b>
PUEBLO VIEJO	441,376	–	441,376	460,679	–	460,679	519,891	–	519,891
POWER FACILITIES	921,266	–	921,266	1,015,480	–	1,015,480	922,554	–	922,554
<b>PERU</b>	104,854	31,783	136,638	112,298	40,101	152,399	<b>125,104</b>	<b>44,941</b>	<b>170,045</b>
LAGUNAS NORTE	82,514	25,715	108,229	86,564	29,039	115,603	85,740	29,083	114,823
PIERINA	22,340	6,068	28,408	25,734	11,062	36,796	39,364	15,858	55,221
<b>USA</b>	1,047,607	318,521	1,366,127	942,740	370,799	1,313,539	<b>932,376</b>	<b>504,902</b>	<b>1,437,278</b>
CORTEZ	225,242	63,148	288,391	210,962	62,066	273,028	211,106	84,810	295,916
GOLDSTRIKE	669,557	219,942	889,499	547,608	271,979	819,587	558,849	379,726	938,575
TURQUOISE RIDGE	8,151	12,423	20,573	8,720	14,292	23,012	10,103	24,005	34,108
GOLDEN SUNLIGHT	17,668	23,008	40,676	17,462	22,462	39,924	5,403	16,361	21,764
WESTERN 102 POWER PLANT	126,988	–	126,988	157,989	–	157,989	146,915	–	146,915
<b>ZAMBIA</b>	155,829	520	156,349	133,345	596	133,941	<b>141,955</b>	<b>5,431</b>	<b>147,387</b>
LUMWANA	155,829	520	156,349	133,345	596	133,941	141,955	5,431	147,387

1 Barrick's GHG emissions baseline of 2014 has been revised to only include assets the Company currently operates. This is in accordance with our Five-Year Energy Plan as to better align with GHG and energy reduction target setting. For GHG emissions data on divested assets from 2014-2015, please see previous years Responsibility Reports on Barrick's Transparency Hub.  
NOTE: Scope 2 Emissions data is provided on a market based approach. When calculating Scope 2 emissions on a location based approach, total emissions were 3,539,788 metric tonnes in 2016.



<b>GHG EMISSIONS</b>			
<b>GHG EMISSIONS – SCOPE 3 (METRIC TONNES OF CO2E)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>673,998</b>	<b>710,470</b>	<b>687,326</b>
<b>ARGENTINA</b>	47,952	48,940	<b>44,231</b>
VELADERO	47,952	48,940	44,231
<b>CANADA</b>	14,527	14,192	<b>15,239</b>
HEMLO	14,527	14,192	15,239
<b>CHILE</b>	2,931	2,551	<b>118</b>
PUNTA COLORADA	2,931	2,551	118
<b>DOMINICAN REPUBLIC</b>	220,376	239,199	<b>227,557</b>
PUEBLO VIEJO	43,276	43,988	49,039
MONTE RIO	59,545	79,724	50,051
QUISQUEYA I	117,555	115,487	128,467
<b>PERU</b>	30,114	33,958	<b>36,597</b>
LAGUNAS NORTE	23,784	25,554	24,541
PIERINA	6,331	8,404	12,056
<b>USA</b>	275,370	285,985	<b>274,816</b>
CORTEZ	77,031	74,373	71,696
GOLDSTRIKE	160,413	168,076	166,309
TURQUOISE RIDGE	8,116	9,409	11,050
GOLDEN SUNLIGHT	12,306	12,396	5,414
WESTERN 102 POWER PLANT	17,504	21,730	20,347
CLOSURE			
<b>ZAMBIA</b>	82,143	83,924	<b>86,645</b>
LUMWANA	82,143	83,924	86,645
<b>CORPORATE FLIGHTS</b>	584	1,721	<b>2,123</b>
NOTE: Includes transmission and fuel losses calculated by country and grid factors. Data not available for all countries of operation.			

<b>GHG EMISSIONS</b>			
<b>GHG INTENSITY FOR MINING (KGCO2E/ OZ)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>663</b>	<b>675</b>	<b>661</b>
<b>ARGENTINA</b>	319	390	<b>407</b>
VELADERO	319	390	407
<b>CANADA</b>	288	221	<b>183</b>
HEMLO	288	221	183
<b>DOMINICAN REPUBLIC</b>	1,229	1,547	<b>1,236</b>
PUEBLO VIEJO	1,229	1,547	1,236
<b>PERU</b>	228	248	<b>323</b>
LAGUNAS NORTE	186	206	264
PIERINA	1,726	681	602
<b>USA</b>	636	545	<b>565</b>
CORTEZ	320	273	280
GOLDSTRIKE	986	778	856
TURQUOISE RIDGE	79	80	96
GOLDEN SUNLIGHT	471	588	634
<b>ZAMBIA</b>	731	467	<b>544</b>
LUMWANA <sup>1</sup>	731	467	544

<sup>1</sup> Lumwana is a copper mine and, as such, its GHG intensity metrics are not directly comparable to Barrick's other properties. Lumwana data is given in kgCO<sub>2</sub>e/thousand pounds. Barrick total does not include Lumwana.



<b>MATERIALS USED</b>				
<b>CYANIDE USE (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>29,971.91</b>	<b>27,001.04</b>	<b>15,309.00</b>	<b>13,459.83</b>
<b>ARGENTINA</b>	668.21	783.95	692.35	<b>1,066.90</b>
VELADERO	668.21	783.95	692.35	1,066.90
<b>AUSTRALIA</b>	10,273.14	8,879.16		
COWAL	3,149.09	3,822.16		
KCGM	5,576.00	5,057.00		
OTHER DIVESTED ASSETS	1,548.05	–		
<b>CANADA</b>	450.17	421.00	434.05	<b>504.89</b>
HEMLO	450.17	421.00	434.05	504.89
<b>CHILE</b>	0.02	0.00		
ZALDIVAR	0.02	0.00		
<b>DOMINICAN REPUBLIC</b>	2,748.06	4,697.21	3,696.10	<b>3,106.02</b>
PUEBLO VIEJO	2,748.06	4,697.21	3,696.10	3,106.02
<b>PAPUA NEW GUINEA</b>	685.00	750.35	773.00	
PORGERA JOINT VENTURE	685.00	750.35	773.00	
<b>PERU</b>	3,655.84	1,707.04	2,839.77	<b>4,266.47</b>
LAGUNAS NORTE	1,789.90	1,447.13	1,938.58	2,390.31
PIERINA	1,865.94	259.92	901.19	1,876.16
<b>TANZANIA</b>	4,833.42			
BULYANHULU	503.20			
BUZWAGI	3,939.77			
NORTH MARA	340.56			
TULAWAKA	49.89			
<b>USA</b>	6,658.05	9,762.33	6,873.73	<b>4,515.56</b>
CORTEZ	1,515.60	4,500.04	3,754.98	2,787.24
GOLDSTRIKE	1,710.77	1,470.91	1,366.30	1,392.12
TURQUOISE RIDGE	–	–	–	–
GOLDEN SUNLIGHT	1,109.11	1,518.48	1,752.45	336.20
BALD MOUNTAIN	1,539.07	1,646.92		
RUBY HILL	783.51	625.98		
<b>ZAMBIA</b>	–	–	–	–
LUMWANA	–	–	–	–

<b>MATERIALS USED</b>				
<b>CALCIUM HYDROXIDE (LIME) USE (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>487,601.96</b>	<b>653,721.48</b>	<b>603,984.65</b>	<b>498,079.30</b>
<b>ARGENTINA</b>	15,872.21	6,682.69	7,795.76	<b>10,435.30</b>
VELADERO	15,872.21	6,682.69	7,795.76	10,435.30
<b>AUSTRALIA</b>	47,576.82	30,758.74		
COWAL	2,663.06	2,681.74		
KCGM	33,585.00	28,077.00		
OTHER DIVESTED ASSETS	11,328.76	–		
<b>CANADA</b>	1,414.81	1,188.68	1,604.00	<b>1,336.59</b>
HEMLO	1,414.81	1,188.68	1,604.00	1,336.59
<b>CHILE</b>	204.00	117.10		
ZALDIVAR	204.00	117.10		
<b>DOMINICAN REPUBLIC</b>	260,067.00	444,967.71	464,889.00	<b>388,335.03</b>
PUEBLO VIEJO	260,067.00	444,967.71	464,889.00	388,335.03
<b>PAPUA NEW GUINEA</b>	54,300.00	53,180.00	45,187.00	
PORGERA JOINT VENTURE	54,300.00	53,180.00	45,187.00	
<b>PERU</b>	63,217.58	36,921.26	40,782.01	<b>60,038.14</b>
LAGUNAS NORTE	33,425.28	33,124.44	33,438.60	35,171.76
PIERINA	29,792.30	3,796.82	7,343.41	24,866.38
<b>TANZANIA</b>	8,643.61			
BULYANHULU	1,851.00			
BUZWAGI	4,618.00			
NORTH MARA	2,052.54			
TULAWAKA	122.07			
<b>USA</b>	36,305.94	79,905.29	43,726.89	<b>37,934.24</b>
CORTEZ	22,023.02	57,557.91	32,526.67	36,037.75
GOLDSTRIKE	–	–	–	–
TURQUOISE RIDGE	–	–	–	–
GOLDEN SUNLIGHT	6,095.81	9,085.98	11,200.21	1,896.49
BALD MOUNTAIN	5,684.00	13,048.21		
RUBY HILL	2,503.11	213.19		
<b>ZAMBIA</b>	–	–	–	–
LUMWANA	–	–	–	–



<b>MATERIALS USED</b>				
<b>MERCURY PRODUCED AS A BY-PRODUCT/CO-PRODUCT (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>122.353</b>	<b>120.713</b>	<b>142.272</b>	<b>274.554</b>
<b>ARGENTINA</b>	55.130	52.292	59.482	<b>135.375</b>
VELADERO	55.130	52.292	59.482	135.375
<b>AUSTRALIA</b>	0.000	0.000		
COWAL	0.000	0.000		
KCGM	0.000	0.000		
<b>CANADA</b>	0.000	0.000	0.000	<b>0.000</b>
HEMLO	0.000	0.000	0.000	0.000
<b>CHILE</b>	0.000	0.000	0.000	
ZALDIVAR	0.000	0.000	0.000	
<b>DOMINICAN REPUBLIC</b>	2.791	5.640	0.379	<b>0.313</b>
PUEBLO VIEJO	2.791	5.640	0.379	0.313
<b>PAPUA NEW GUINEA</b>	0.000	0.001	0.001	
PORGERA JOINT VENTURE	0.000	0.001	0.001	
<b>PERU</b>	11.702	8.936	15.811	<b>11.995</b>
LAGUNAS NORTE	11.010	8.681	15.441	11.300
PIERINA	0.692	0.255	0.370	0.695
<b>SAUDI ARABIA</b>	0.000	0.000	0.000	
JABAL SAYID	0.000	0.000	0.000	
<b>TANZANIA</b>	0.000			
BULYANHULU	0.000			
BUZWAGI	0.000			
NORTH MARA	0.000			
TULAWAKA	0.000			
<b>USA</b>	52.730	53.845	66.600	<b>126.872</b>
CORTEZ	2.060	0.445	0.120	0.232
GOLDSTRIKE	50.670	53.400	66.480	126.640
TURQUOISE RIDGE	0.000	0.000	0.000	0.000
GOLDEN SUNLIGHT	0.000	0.000	0.000	0.000
BALD MOUNTAIN	0.000	0.000		
RUBY HILL	0.000	0.000		
<b>ZAMBIA</b>	0.000	0.000	0.000	0.000
LUMWANA	0.000	0.000	0.000	0.000

<b>WATER</b>				
<b>WATER WITHDRAWAL (CUBIC METERS)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>101,961,368.64</b>	<b>95,595,615.47</b>	<b>75,467,371.02</b>	<b>43,780,595.43</b>
<b>ARGENTINA</b>	2,001,118.70	1,592,365.46	1,083,898.95	<b>1,272,912.00</b>
LAMA	527,736.00	84,039.16	0.00	3,824.00
VELADERO	1,473,382.70	1,508,326.30	1,083,898.95	1,269,088.00
<b>AUSTRALIA</b>	18,405,170.00	12,791,709.00		
COWAL	3,329,131.00	3,178,924.00		
KCGM	9,742,717.00	9,612,785.00		
OTHER DIVESTED ASSETS	5,333,322.00			
<b>CANADA</b>	1,042,409.33	741,785.73	337,528.82	<b>360,610.70</b>
CLOSURE	2.93	3.33	1,965.70	1.70
HEMLO	1,042,406.40	741,782.40	335,563.12	360,609.00
<b>CHILE</b>	7,369,449.00	6,871,932.70	362,604.23	<b>616,230.81</b>
ALTURAS	0.00	0.00	0.00	5.97
CERRO CASALE	9,386.00	0.00	405.00	260.00
CLOSURE	0.00	0.00	0.00	0.16
PASCUA	440,403.00	705,222.70	362,199.23	615,964.68
ZALDIVAR	6,919,660.00	6,166,710.00	0.00	0.00
<b>DOMINICAN REPUBLIC</b>	18,484,285.20	20,867,735.57	21,060,952.44	<b>18,773,913.22</b>
PUEBLO VIEJO	18,484,285.20	20,867,735.57	21,060,952.44	18,773,913.22
<b>PAPUA NEW GUINEA</b>	32,409,627.92	32,177,940.00	28,571,962.00	
PORGERA JOINT VENTURE	32,409,627.92	32,177,940.00	28,571,962.00	
<b>PERU</b>	732,218.49	1,275,736.10	1,125,505.41	<b>1,109,302.81</b>
LAGUNAS NORTE	591,587.32	1,157,168.54	989,466.45	995,406.77
PIERINA	140,631.17	118,567.56	136,038.96	113,896.04
<b>SAUDI ARABIA</b>	0.00	0.00	220,305.80	
JABAL SAYID	0.00	0.00	220,305.80	
<b>TANZANIA</b>	3,329,540.13			
BULYANHULU	1,476,349.13			
BUZWAGI	1,734,299.00			
NORTH MARA	0.00			
TULAWAKA	118,892.00			



<b>WATER</b>				
<b>USA</b>	15,458,790.32	16,689,151.32	18,979,108.36	<b>17,969,690.89</b>
BALD MOUNTAIN	852,794.47	1,112,913.57		
CLOSURE	300,488.26	505,573.13	2,597,193.85	1,137,864.49
CORTEZ	2,348,700.84	4,003,015.01	4,180,108.36	3,814,703.60
DONLIN GOLD	0.00	0.00	72.00	
GOLDEN SUNLIGHT	1,076,590.06	956,982.20	1,001,053.35	485,866.94
GOLDSTRIKE	9,911,935.16	8,897,419.06	10,286,038.00	11,584,382.40
RUBY HILL	325,556.45	85,081.85		
TURQUOISE RIDGE	642,725.07	1,128,166.50	914,642.80	946,873.46
<b>ZAMBIA</b>	2,728,759.55	2,587,259.60	3,725,505.00	<b>3,677,935.00</b>
LUMWANA	2,728,759.55	2,587,259.60	3,725,505.00	3,677,935.00
NOTES:				
<p>As part of our ongoing environmental improvement plan to manage legacy impacted waterways at Pueblo Viejo, we withdraw fresh water from the Hatillo Reservoir and return treated clean water to the reservoir via the historically contaminated Margajita stream to form a closed water circulation. With this closed loop, the net annual water extraction by the operation is no more than 0.4% of the annual average inflow of the Hatillo Reservoir. The volume of total water withdraw reported here does not include the treated clean water returned to the Margajita-Hatillo water system.</p> <p>Barrick currently does not purposely harvest rainwater for water supply or track rainwater use. The Company also does not currently receive wastewater from other organizations.</p>				



<b>WATER</b>				
<b>WATER CONSUMPTION INTENSITY</b> (CUBIC METERS PER TONNE OF ORE PROCESSED)	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>0.4721</b>	<b>0.4869</b>	<b>0.6501</b>	<b>0.3793</b>
ARGENTINA	0.0406	0.0416	0.0291	<b>0.036</b>
VELADERO	0.0406	0.0416	0.0291	0.036
<b>AUSTRALIA</b>	1.6085	0.5870		
COWAL	0.4734	0.4320		
KCGM	–	0.6852		
<b>CANADA</b>	0.3242	0.2425	0.0990	<b>0.0990</b>
HEMLO	0.3242	0.2425	0.0990	0.0990
<b>CHILE</b>	0.1407	0.1504		
ZALDIVAR	0.1407	0.1504		
<b>DOMINICAN REPUBLIC</b>	4.1198	3.0889	3.000	<b>2.460</b>
PUEBLO VIEJO	4.1198	3.0889	3.000	2.460
<b>PAPUA NEW GUINEA</b>	5.7316	5.4580	5.6781	
PORGERA JOINT VENTURE	5.7316	5.4580	5.6781	
<b>PERU</b>	0.0200	0.0521	0.0452	<b>0.0524</b>
LAGUNAS NORTE	0.0232	0.0482	0.0401	0.0524
PIERINA	0.0116	1.2931	in closure	in closure
<b>TANZANIA</b>	0.3670			
BULYANHULU	1.4221			
BUZWAGI	0.3723			
NORTH MARA	–			
TULAWAKA	–			
<b>USA</b>	0.2681	0.4338	0.5114	<b>0.4960</b>
CORTEZ	0.1164	0.1535	0.1860	0.1509
GOLDSTRIKE	1.4383	1.6546	1.5100	1.5562
TURQUOISE RIDGE	1.4121	2.4227	1.7479	1.3462
GOLDEN SUNLIGHT	0.4742	0.3952	0.4643	1.0279
BALD MOUNTAIN	0.1933	0.0817		
RUBY HILL	0	0.8027		
<b>ZAMBIA</b>	0.0946	0.1293	0.1445	<b>0.1404</b>
LUMWANA	0.0946	0.1293	0.1445	0.1404



<b>WATER</b>				
<b>FRESHWATER CONSUMPTION INTENSITY (CUBIC METERS PER TONNE OF ORE PROCESSED)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>0.3500</b>	<b>0.3736</b>	<b>0.5736</b>	<b>0.3432</b>
<b>ARGENTINA</b>	0.0000	0.0000	–	–
VELADERO	0.0000	0.0000	–	–
<b>AUSTRALIA</b>	1.0078	0.0840		
COWAL	1.0078	0.2175		
KCGM	–	0.0000		
<b>CANADA</b>	0.3352	0.2425	0.9976	<b>0.0990</b>
HEMLO	0.3352	0.2425	0.9976	0.0990
<b>CHILE</b>	0.0000	0.0000		
ZALDIVAR	0.0000	0.0000		
<b>DOMINICAN REPUBLIC</b>	4.1198	3.0889	2.9930	<b>2.4380</b>
PUEBLO VIEJO	4.1198	3.0889	2.9930	2.4380
<b>PAPUA NEW GUINEA</b>	5.7316	5.4580	2.6781	
PORGERA JOINT VENTURE	5.7316	5.4580	2.6781	
<b>PERU</b>	0.0094	0.0135	0.0191	<b>0.0090</b>
LAGUNAS NORTE	0.0103	0.0105	0.0140	0.0090
PIERINA	0.0070	0.9396	in closure	in closure
<b>TANZANIA</b>	0.2111			
BULYANHULU	1.1054			
BUZWAGI	0.1550			
NORTH MARA	–			
TULAWAKA	–			
<b>USA</b>	0.4057	0.3093	0.4797	<b>0.4661</b>
CORTEZ	0.1159	0.1531	0.1858	0.1518
GOLDSTRIKE	1.4438	1.6545	1.5100	1.5740
TURQUOISE RIDGE	1.4122	0.0000	0.0000	–
GOLDEN SUNLIGHT	0.4212	0.3496	0.4194	0.6400
BALD MOUNTAIN	0.1933	0.0817		
RUBY HILL	0.0000	0.8027		
<b>ZAMBIA</b>	0.0946	0.1293	0.1722	<b>0.1404</b>
LUMWANA	0.0946	0.1293	0.1722	0.1404

<b>WATER</b>				
<b>WATER DISCHARGED TO THE ENVIRONMENT (CUBIC METERS)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>122,818,651.70</b>	<b>136,552,808.01</b>	<b>127,241,105.60</b>	<b>65,306,055.94</b>
<b>ARGENTINA</b>	0.00	0.00	0.00	<b>1,482,192.00</b>
LAMA	0.00	0.00	0.00	1,482,192.00
VELADERO	0.00	0.00	0.00	0.00
<b>AUSTRALIA</b>	2,371,184.00	0.00		
COWAL	0.00	0.00		
KCGM	0.00	0.00		
OTHER DIVESTED ASSETS	2,371,184.00			
<b>CANADA</b>	11,051,668.25	21,372,426.45	22,945,882.02	<b>14,206,299.09</b>
CLOSURE	7,014,682.25	17,536,636.45	19,500,951.02	12,049,000.09
HEMLO	4,036,986.00	3,835,790.00	3,444,931.00	2,157,299.00
<b>CHILE</b>	4,663,543.68	4,727,122.20	3,995,938.18	<b>4,576,235.00</b>
ALTURAS				0.00
CERRO CASALE	0.00	0.00	0.00	0.00
CLOSURE	4,663,543.68	4,657,867.20	3,755,306.88	3,910,464.00
PASCUA		69,255.00	240,631.30	665,771.00
ZALDIVAR	0.00	0.00		
<b>DOMINICAN REPUBLIC</b>	17,537,439.00	16,783,274.66	6,458,146.00	<b>20,382,325.00</b>
PUEBLO VIEJO	17,537,439.00	16,783,274.66	6,458,146.00	20,382,325.00
<b>PAPUA NEW GUINEA</b>	62,154,925.00	60,310,500.31	65,589,301.68	
PORGERA JOINT VENTURE	62,154,925.00	60,310,500.31	65,589,301.68	
<b>PERU</b>	7,406,855.85	9,074,492.58	8,030,727.64	<b>5,984,769.92</b>
EXPLORATION			0.00	0.00
LAGUNAS NORTE	4,893,669.85	5,538,823.22	6,163,985.64	4,678,906.99
PIERINA	2,513,186.00	3,535,669.36	1,866,742.00	1,305,862.93
<b>SAUDI ARABIA</b>	0.00	0.00	0.00	
JABAL SAYID	0.00	0.00	0.00	
<b>TANZANIA</b>	0.00			
BULYANHULU	0.00			
BUZWAGI	0.00			
NORTH MARA	0.00			
TULAWAKA	0.00			



<b>WATER</b>				
<b>USA</b>	736,189.17	769,040.82	686,735.06	<b>417,886.94</b>
BALD MOUNTAIN	0.00	0.00		
CLOSURE	736,189.17	769,040.82	686,735.06	417,886.75
CORTEZ	0.00	0.00	0.00	0.00
DONLIN GOLD	0.00	0.00	0.00	
GOLDEN SUNLIGHT	0.00	0.00	0.00	0.00
GOLDSTRIKE	0.00	0.00	0.00	0.00
OFFICE / OTHER	0.00	0.00	0.00	0.19
RUBY HILL	0.00	0.00		
TURQUOISE RIDGE	0.00	0.00	0.00	0.00
<b>ZAMBIA</b>	16,896,846.75	23,515,951.00	19,534,375.00	<b>18,256,348.00</b>
LUMWANA	16,896,846.75	23,515,951.00	19,534,375.00	18,256,348.00

<b>WATER</b>				
<b>WATER RECYCLED (%)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>90%</b>	<b>67%</b>	<b>70%</b>	<b>78%</b>
<b>ARGENTINA</b>	0%	0%	96%	<b>95%</b>
VELADERO	0%	0%	96%	95%
<b>AUSTRALIA</b>	96%	33%		
COWAL	98%	–		
KCGM	49%	50%		
<b>CANADA</b>	87%	86%	93%	<b>94%</b>
HEMLO	87%	86%	93%	94%
<b>CHILE</b>	94%	92%		
ZALDIVAR	94%	92%		
<b>DOMINICAN REPUBLIC</b>	0%	8%	23%	<b>32%</b>
PUEBLO VIEJO	0%	8%	23%	32%
<b>PAPUA NEW GUINEA</b>	0%	0%	0%	
PORGERA JOINT VENTURE	0%	0%	0%	
<b>PERU</b>	3%	0%	98%	<b>98%</b>
LAGUNAS NORTE	1%	0%	97%	98%
PIERINA	10%	56%	99%	in closure
<b>TANZANIA</b>	42%			
BULYANHULU	0%			
BUZWAGI	65%			
NORTH MARA	100%			
TULAWAKA	–			
<b>USA</b>	94%	70%	72%	<b>71%</b>
CORTEZ	93%	87%	89%	90%
GOLDSTRIKE	45%	40%	41%	40%
TURQUOISE RIDGE	0%	0%	0%	0%
GOLDEN SUNLIGHT	61%	66%	61%	6%
BALD MOUNTAIN	0%	0%		
RUBY HILL	100%	–		
<b>ZAMBIA</b>	91%	87%	85%	<b>89%</b>
LUMWANA	91%	87%	85%	89%



<b>AIR EMISSIONS</b>				
<b>SULPHUR DIOXIDE (SO<sub>2</sub>) EMISSIONS (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>194,951.10</b>	<b>167,897.31</b>	<b>278.32</b>	<b>234.10</b>
<b>ARGENTINA</b>	28.80	38.96	48.75	<b>83.26</b>
VELADERO	28.80	38.96	48.75	83.26
<b>AUSTRALIA</b>	194,537.11	167,496.59	–	–
COWAL	0.41	0.41		
KCGM	170,766.49	167,496.18		
DIVESTED ASSETS	23,770.21	–		
<b>CANADA</b>	–	–	–	–
HEMLO	–	–	–	–
<b>CHILE</b>	–	–		
ZALDIVAR	–	–		
<b>DOMINICAN REPUBLIC</b>	–	22.71	80.88	<b>65.77</b>
PUEBLO VIEJO	–	22.71	80.88	65.77
<b>PAPUA NEW GUINEA</b>	259.43	237.00	31.95	
PORGERA JOINT VENTURE	259.43	237.00	31.95	
<b>PERU</b>	–	–	–	–
LAGUNAS NORTE	–	–	–	–
PIERINA	–	–	–	–
<b>USA</b>	99.31	81.76	101.93	<b>70.87</b>
CORTEZ	2.81	2.72	2.57	0.19
GOLDSTRIKE	46.11	45.57	60.69	56.95
TURQUOISE RIDGE	0.10	0.03	0.01	0.03
GOLDEN SUNLIGHT	31.85	25.00	29.78	5.50
WESTERN 102 POWER PLANT	7.64	7.24	8.88	8.20
BALD MOUNTAIN	1.10	1.10		
RUBY HILL	9.70	0.10		
<b>ZAMBIA</b>	26.45	20.30	14.80	<b>14.20</b>
LUMWANA	26.45	20.30	14.80	14.20

NOTE: SO<sub>x</sub> emissions declines between 2014 and 2015 reflect divestment of properties and changes in Barrick's reporting boundaries.

<b>AIR EMISSIONS</b>				
<b>NOX EMISSIONS – STATIONARY AND MOBILE (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>16,412.09</b>	<b>15,531.84</b>	<b>10,062.26</b>	<b>1,543.87</b>
<b>ARGENTINA</b>	446.21	323.00	357.01	<b>339.53</b>
VELADERO	446.21	323.00	357.01	339.53
<b>AUSTRALIA</b>	3,007.88	2,366.82		
COWAL	665.06	648.03		
KCGM	1,805.72	1,718.80		
OTHER DIVESTED ASSETS	537.10	–		
<b>CANADA</b>	39.02	35.94	37.20	<b>35.30</b>
HEMLO	39.02	35.94	37.20	35.30
<b>CHILE</b>	–	–		
ZALDIVAR	–	–		
<b>DOMINICAN REPUBLIC</b>	–	56.48	106.33	<b>80.15</b>
PUEBLO VIEJO	–	56.48	106.33	80.15
<b>PAPUA NEW GUINEA</b>	3,871.57	3,733.00	2,948.65	
PORGERA JOINT VENTURE	3,871.57	3,733.00	2,948.65	
<b>PERU</b>	0.14	0.14	0.13	<b>0.51</b>
LAGUNAS NORTE	0.13	0.14	0.13	0.51
PIERINA	0.01	–	–	–
<b>USA</b>	7,300.52	7,343.71	5,625.93	<b>159.38</b>
CORTEZ	5,278.55	5,790.53	5,243.15	3.09
GOLDSTRIKE	98.71	94.45	117.47	130.38
TURQUOISE RIDGE	0.76	0.24	0.44	0.24
GOLDEN SUNLIGHT	294.10	232.17	245.01	7.78
WESTERN 102 POWER PLANT	17.13	16.00	19.86	17.88
BALD MOUNTAIN	1,203.09	1,201.29		
RUBY HILL	408.19	9.03		
<b>ZAMBIA</b>	1,746.75	1,672.75	987.00	<b>929.00</b>
LUMWANA	1,746.75	1,672.75	987.00	929.00

NOTE: NOx emissions declines between 2014 and 2015 reflect divestment of properties and changes in Barrick's reporting boundaries. Declines between 2015 and 2016 also reflect clarification in reporting to include only stationary sources.



<b>AIR EMISSIONS</b>				
<b>PM10 EMISSIONS (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>2,511.81</b>	<b>2,527.82</b>	<b>461.82</b>	<b>314.66</b>
<b>ARGENTINA</b>	–	–	–	–
VELADERO	–	–	–	–
<b>AUSTRALIA</b>	268.89	295.73		
COWAL	43.90	42.73		
KCGM	199.26	253.00		
DIVESTED ASSETS	25.73	–		
<b>CANADA</b>	42.60	31.90	32.50	<b>30.98</b>
HEMLO	42.60	31.90	32.50	30.98
<b>CHILE</b>	1,753.46	1,834.46		
ZALDIVAR	1,753.46	1,834.46		
<b>DOMINICAN REPUBLIC</b>	–	–	–	–
PUEBLO VIEJO	–	–	–	–
<b>PAPUA NEW GUINEA</b>	114.58	102.00	127.29	
PORGERA JOINT VENTURE	114.58	102.00	127.29	
<b>PERU</b>	3.19	1.00	3.04	<b>0.25</b>
LAGUNAS NORTE	2.98	0.70	0.77	0.25
PIERINA	0.21	0.30	2.27	–
<b>USA</b>	198.58	163.76	231.59	<b>220.13</b>
CORTEZ	18.14	26.31	52.87	35.70
GOLDSTRIKE	130.75	126.12	153.54	158.13
TURQUOISE RIDGE	2.25	1.08	2.95	8.26
GOLDEN SUNLIGHT	5.30	5.10	17.75	11.73
WESTERN 102 POWER PLANT	5.13	4.46	4.48	6.31
BALD MOUNTAIN	1.08	0.69		
RUBY HILL	35.92	0.00		
<b>ZAMBIA</b>	130.52	98.98	67.40	<b>63.30</b>
LUMWANA	130.52	98.98	67.40	63.30

NOTE: PM10 emissions declines between 2014 and 2015 reflect divestment of properties and changes in Barrick's reporting boundaries. Chart only includes sites where reporting is required by government regulation.



<b>AIR EMISSIONS</b>				
<b>MERCURY AIR EMISSIONS (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>3.267</b>	<b>4.254</b>	<b>0.326</b>	<b>0.274</b>
<b>ARGENTINA</b>	0.007	0.095	0.006	<b>0.044</b>
VELADERO	0.007	0.095	0.006	0.044
<b>AUSTRALIA</b>	3.001	3.803		
COWAL	–	–		
KCGM	2.943	3.803		
OTHER DIVESTED ASSETS	0.058	–		
<b>CANADA</b>	0.000	0.000	0.000	<b>0.000</b>
HEMLO	0.000	0.000	0.000	0.000
<b>CHILE</b>	–	–		
ZALDIVAR	–	–		
<b>DOMINICAN REPUBLIC</b>	0.029	0.044	0.069	<b>0.083</b>
PUEBLO VIEJO	0.029	0.044	0.069	0.083
<b>PAPUA NEW GUINEA</b>	0.047	0.049	0.053	
PORGERA JOINT VENTURE	0.047	0.049	0.053	
<b>PERU</b>	0.004	0.147	0.065	<b>0.011</b>
LAGUNAS NORTE	0.000	–	0.000	0.011
PIERINA	0.004	0.147	0.065	–
<b>USA</b>	0.179	0.116	0.133	<b>0.136</b>
CORTEZ	0.005	0.000	0.003	0.001
GOLDSTRIKE	0.173	0.113	0.127	0.132
TURQUOISE RIDGE	0.000	0.000	0.002	0.002
GOLDEN SUNLIGHT	–	0.001	0.000	0.000
WESTERN 102 POWER PLANT	–	–	–	–
BALD MOUNTAIN	0.001	0.002		
RUBY HILL	–	–		
<b>ZAMBIA</b>	–	–	–	–
LUMWANA	–	–	–	–

NOTE: Mercury emissions declines between 2014 and 2015 reflect divestment of properties and changes in Barrick's reporting boundaries.



<b>MINE WASTES</b>				
<b>TOTAL AMOUNT OF TAILINGS MATERIAL DEPOSITED (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>83,150,574</b>	<b>65,392,926</b>	<b>52,403,444</b>	<b>48,183,090</b>
<b>ARGENTINA</b>	–	–	–	–
VELADERO	–	–	–	–
<b>AUSTRALIA</b>	21,643,784	18,850,234		
COWAL	7,032,047	7,357,942		
KCGM	11,815,301	11,492,292		
OTHER DIVESTED ASSETS	2,796,436	–		
<b>CANADA</b>	2,737,586	2,369,248	2,706,806	<b>2,993,011</b>
HEMLO	2,737,586	2,369,248	2,706,806	2,993,011
<b>CHILE</b>	692,642	423,533		
ZALDIVAR	692,642	423,533		
<b>DOMINICAN REPUBLIC</b>	7,472,549	10,711,137	10,661,823	<b>10,634,556</b>
PUEBLO VIEJO	7,472,549	10,711,137	10,661,823	10,634,556
<b>PAPUA NEW GUINEA</b>	5,618,492	5,398,294	5,016,011	
PORGERA JOINT VENTURE	5,618,492	5,398,294	5,016,011	
<b>PERU</b>	–	–	–	–
LAGUNAS NORTE	–	–	–	–
PIERINA	–	–	–	–
<b>TANZANIA</b>	9,158,934			
BULYANHULU	491,030			
BUZWAGI	5,795,650			
NORTH MARA	2,643,360			
TULAWAKA	228,894			
<b>USA</b>	14,165,867	12,373,399	13,148,543	<b>13,295,537</b>
CORTEZ	4,108,578	3,727,563	3,475,926	4,209,456
GOLDSTRIKE	7,673,095	6,247,232	7,598,061	8,557,094
TURQUOISE RIDGE	–	–	–	–
GOLDEN SUNLIGHT	2,384,194	2,398,604	2,074,556	528,987
BALD MOUNTAIN	–	–		
RUBY HILL	–	–		
<b>ZAMBIA</b>	21,660,720	15,267,081	20,870,261	<b>21,259,986</b>
LUMWANA	21,660,720	15,267,081	20,870,261	21,259,986



<b>MINE WASTES</b>				
<b>TOTAL AMOUNT OF WASTE ROCK DEPOSITED (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>476,387,812</b>	<b>433,089,156</b>	<b>235,112,080</b>	<b>151,144,880</b>
<b>ARGENTINA</b>	50,031,464	38,040,891	54,001,142	<b>34,661</b>
VELADERO	50,031,464	38,040,891	54,001,142	34,661
<b>AUSTRALIA</b>	80,775,351	77,773,386		
COWAL	19,096,077	18,904,617		
KCGM	61,679,274	58,868,769		
<b>CANADA</b>	5,015,914	5,540,711	4,642,810	<b>4,599,102</b>
HEMLO	5,015,914	5,540,711	4,642,810	4,599,102
<b>CHILE</b>	25,477,808	36,044,988		
ZALDIVAR	25,477,808	36,044,988		
<b>DOMINICAN REPUBLIC</b>	2,971,476	16,900,000	16,097,088	<b>17,411,032</b>
PUEBLO VIEJO	2,971,476	16,900,000	16,097,088	17,411,032
<b>PAPUA NEW GUINEA</b>	13,050,711	4,302,349	17,124,910	
PORGERA JOINT VENTURE	13,050,711	4,302,349	17,124,910	
<b>PERU</b>	19,686,375	29,869,063	34,662,109	<b>24,257,131</b>
LAGUNAS NORTE	11,059,192	23,328,872	28,201,562	24,257,131
PIERINA	8,627,183	6,540,191	6,460,547	–
<b>TANZANIA</b>	43,058,754			
BULYANHULU	463,381			
BUZWAGI	24,177,984			
NORTH MARA	18,407,911			
TULAWAKA	9,478			
<b>USA</b>	185,660,584	162,645,301	56,008,527	<b>68,572,929</b>
CORTEZ	113,749,409	118,822,445	50,189,896	62,014,686
GOLDSTRIKE	6,577	–	–	6,332,463
TURQUOISE RIDGE	166,601	176,744	148,812	<b>139,162</b>
GOLDEN SUNLIGHT	7,375,189	5,352,782	5,669,819	86,618
BALD MOUNTAIN	53,120,933	38,293,330		
RUBY HILL	11,241,875	–		
<b>ZAMBIA</b>	50,659,375	61,972,467	52,575,494	<b>36,270,024</b>
LUMWANA	50,659,375	61,972,467	52,575,494	36,270,024



<b>MINE WASTES</b>				
<b>MERCURY PRODUCED AS A BY-PRODUCT/CO-PRODUCT (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>122.353</b>	<b>120.713</b>	<b>142.272</b>	<b>274.554</b>
<b>ARGENTINA</b>	55.130	52.292	59.482	<b>135.375</b>
VELADERO	55.130	52.292	59.482	135.375
<b>AUSTRALIA</b>	0	0		
COWAL	0	0		
KCGM	0	0		
<b>CANADA</b>	0	0	0	<b>0</b>
HEMLO	0	0	0	0
<b>CHILE</b>	0	0		
ZALDIVAR	0	0		
<b>DOMINICAN REPUBLIC</b>	2.791	5.640	0.379	<b>0.313</b>
PUEBLO VIEJO	2.791	5.640	0.379	0.313
<b>PAPUA NEW GUINEA</b>	0.000	0.001	0.001	
PORGERA JOINT VENTURE	0.000	0.001	0.001	
<b>PERU</b>	11.702	8.936	15.811	<b>11.995</b>
LAGUNAS NORTE	11.010	8.681	15.441	11.995
PIERINA	0.692	0.255	0.37	0
<b>TANZANIA</b>	0			
BULYANHULU	0			
BUZWAGI	0			
NORTH MARA	0			
TULAWAKA	0			
<b>USA</b>	52.730	53.845	66.600	<b>126.872</b>
CORTEZ	2.060	0.445	0.120	0.232
GOLDSTRIKE	50.670	53.400	66.480	126.640
TURQUOISE RIDGE	0	0	0	0
GOLDEN SUNLIGHT	0	0	0	0
BALD MOUNTAIN	0	0		
RUBY HILL	0	0		
<b>ZAMBIA</b>	0	0	0	<b>0</b>
LUMWANA	0	0	0	0

<b>MINE WASTES</b>				
<b>ORE PROCESSED (METRIC TONNES)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>205,975,707</b>	<b>189,444,228</b>	<b>118,676,667</b>	<b>111,605,333</b>
<b>ARGENTINA</b>	29,086,000	29,500,000	28,385,000	<b>28,028,000</b>
VELADERO	29,086,000	29,500,000	28,385,000	28,028,000
<b>AUSTRALIA</b>	21,786,835	18,976,000		
COWAL	7,032,000	7,358,000		
KCGM	11,848,000	11,618,000		
OTHER DIVESTED ASSETS	2,906,835			
<b>CANADA</b>	3,110,000	2,916,000	3,120,000	<b>3,408,000</b>
HEMLO	3,110,000	2,916,000	3,120,000	3,408,000
<b>CHILE</b>	47,732,000	39,827,000		
ZALDIVAR	47,732,000	39,827,000		
<b>DOMINICAN REPUBLIC</b>	4,430,000	6,711,667	6,916,667	<b>7,545,000</b>
PUEBLO VIEJO	4,430,000	6,711,667	6,916,667	7,545,000
<b>PAPUA NEW GUINEA</b>	5,635,789	5,877,895	5,006,000	
PORGERA JOINT VENTURE	5,635,789	5,877,895	5,006,000	
<b>PERU</b>	28,490,000	22,183,000	21,880,000	<b>17,253,000</b>
LAGUNAS NORTE	21,089,000	22,110,000	21,880,000	17,253,000
PIERINA	7,401,000	73,000	0	
<b>SAUDI ARABIA</b>	0	0	0	
JABAL SAYID	0	0	0	
<b>TANZANIA</b>	7,914,750			
BULYANHULU	871,448			
BUZWAGI	4,400,541			
NORTH MARA	2,642,760			
TULAWAKA	0			
<b>USA</b>	35,880,333	47,704,667	31,737,000	<b>33,677,333</b>
BALD MOUNTAIN	4,378,000	13,583,000		
CORTEZ	19,999,000	25,957,000	22,406,000	25,112,000
GOLDEN SUNLIGHT	2,202,000	2,305,000	2,059,000	507,000
GOLDSTRIKE	6,829,000	5,307,000	6,752,000	7,361,000
RUBY HILL	2,019,000	106,000		
TURQUOISE RIDGE	453,333	446,667	520,000	697,333
<b>ZAMBIA</b>	21,910,000	15,748,000	21,632,000	<b>21,694,000</b>
LUMWANA	21,910,000	15,748,000	21,632,000	21,694,000



## Safety and Health

2016 SAFETY AND HEALTH PERFORMANCE – TOTAL WORKFORCE	TOTAL MEDICAL TREATMENT INJURY RATE (TMTIR)	RESTRICTED DUTY RATE	MEDICAL AID RATE	LOST WORK DAYS RATE
<b>BARRICK TOTAL</b>	<b>0.40</b>	<b>0.11</b>	<b>0.15</b>	<b>6.16</b>
<b>ARGENTINA</b>	0.26	0.00	0.22	<b>2.64</b>
VELADERO	0.28	0.00	0.25	3.08
LAMA	0.00	0.00	0.00	0.00
EXPLORATION	1.04	0.00	0.00	0.00
<b>CANADA</b>	0.45	0.18	0.18	<b>4.90</b>
HEMLO	0.77	0.31	0.31	8.47
TORONTO / AUTECH	0.00	0.00	0.00	0.00
CLOSURE	0.00	0.00	0.00	0.00
<b>CHILE</b>	1.16	0.00	1.16	<b>0.00</b>
CERRO CASALE	0.00	0.00	0.00	0.00
PASCUA	0.00	0.00	0.00	0.00
ALTURAS	0.00	0.00	0.00	0.00
EXPLORATION	0.00	0.00	0.00	0.00
OFFICE / OTHER	1.74	0.00	1.74	0.00
<b>DOMINICAN REPUBLIC</b>	0.31	0.02	0.20	<b>11.67</b>
PUEBLO VIEJO	0.32	0.02	0.20	11.67
<b>PERU</b>	0.32	0.07	0.10	<b>13.21</b>
LAGUNAS NORTE	0.39	0.00	0.17	16.43
PIERINA	0.26	0.20	0.00	9.67
LIMA	0.00	0.00	0.00	0.00
EXPLORATION	1.07	0.00	0.00	5.33
<b>USA</b>	0.78	0.33	0.13	<b>2.97</b>
GOLDEN SUNLIGHT	0.70	0.00	0.70	0.00
CLOSURE	3.10	1.55	0.00	21.73
OFFICE / OTHER	0.00	0.00	0.00	0.00
EXPLORATION	0.00	0.00	0.00	0.00
NEVADA	0.83	0.36	0.13	3.11
CORTEZ	0.52	0.12	0.06	1.28
GOLDSTRIKE	0.95	0.39	0.17	5.28
TURQUOISE RIDGE	1.21	0.91	0.15	0.30
GOLDRUSH	0.00	0.00	0.00	0.00
<b>ZAMBIA</b>	0.35	0.15	0.14	<b>2.57</b>
LUMWANA	0.35	0.15	0.14	2.57

SAFETY AND HEALTH							
2016 SAFETY & HEALTH PERFORMANCE – EMPLOYEES	TOTAL REPORTABLE INJURY FREQUENCY RATE (TRIFR)	LOSS TIME INJURY RATE (LTI)	TOTAL MEDICAL TREATMENT INJURY RATE (TMTIR)	RESTRICTED DUTY RATE	MEDICAL AID RATE	LOST WORK DAYS RATE	OCCUPATIONAL DISEASE CASES
<b>BARRICK TOTAL</b>	<b>0.36</b>	<b>0.15</b>	<b>0.36</b>	<b>0.12</b>	<b>0.09</b>	<b>7.69</b>	<b>4</b>
<b>ARGENTINA</b>	0.14	0.00	0.14	0.00	0.15	4.15	
VELADERO	0.16	0.00	0.16	0.00	0.16	4.51	
LAMA	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	0.00	0.00	0.00	0.00	0.00	
<b>CANADA</b>	0.34	0.11	0.34	0.11	0.11	6.26	
HEMLO	0.70	0.23	0.70	0.23	0.23	12.88	
TORONTO / AUTECH	0.00	0.00	0.00	0.00	0.00	0.00	
CLOSURE	0.00	0.00	0.00	0.00	0.00	0.00	
<b>CHILE</b>	0.00	0.00	0.00	0.00	0.00	0.00	
CERRO CASALE	0.00	0.00	0.00	0.00	0.00	0.00	
PASCUA	0.00	0.00	0.00	0.00	0.00	0.00	
ALTURAS	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	0.00	0.00	0.00	0.00	0.00	
OFFICE / OTHER	0.00	0.00	0.00	0.00	0.00	0.00	
<b>DOMINICAN REPUBLIC</b>	0.32	0.14	0.32	0.04	0.14	22.94	
PUEBLO VIEJO	0.32	0.14	0.32	0.04	0.14	22.94	
<b>PERU</b>	0.35	0.14	0.35	0.14	0.07	9.03	
LAGUNAS NORTE	0.35	0.23	0.35	0.00	0.12	14.90	
PIERINA	0.43	0.00	0.43	0.43	0.00	0.00	
LIMA	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	0.00	0.00	0.00	0.00	0.00	
<b>USA</b>	0.66	0.29	0.66	0.32	0.05	3.81	4
GOLDEN SUNLIGHT	0.00	0.00	0.00	0.00	0.00	0.00	
CLOSURE	2.14	0.00	2.14	2.14	0.00	21.41	
OFFICE / OTHER	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	0.00	0.00	0.00	0.00	0.00	
NEVADA	0.72	0.33	0.72	0.33	0.05	3.70	4
CORTEZ	0.42	0.35	0.42	0.07	0.00	1.55	1
GOLDSTRIKE	0.89	0.42	0.89	0.42	0.05	6.39	2
TURQUOISE RIDGE	0.89	0.00	0.89	0.71	0.18	0.00	1
GOLDRUSH	0.00	0.00	0.00	0.00	0.00	0.00	
<b>ZAMBIA</b>	0.10	0.05	0.10	0.05	0.00	0.00	
LUMWANA	0.10	0.05	0.10	0.05	0.00	0.00	



SAFETY AND HEALTH							
2016 SAFETY & HEALTH PERFORMANCE – CONTRACTORS	TOTAL REPORTABLE INJURY FREQUENCY RATE (TRIFR)	LOSS TIME INJURY RATE (LTI)	TOTAL MEDICAL TREATMENT INJURY RATE (TMTIR)	RESTRICTED DUTY RATE	MEDICAL AID RATE	LOST WORK DAYS RATE	OCCUPATIONAL DISEASE CASES
<b>BARRICK TOTAL</b>	<b>0.44</b>	<b>0.12</b>	<b>0.44</b>	<b>0.10</b>	<b>0.22</b>	<b>4.43</b>	
<b>ARGENTINA</b>	0.32	0.07	0.32	0.00	0.25	1.90	
VELADERO	0.35	0.04	0.35	0.00	0.30	2.30	
LAMA	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	1.21	1.21	1.21	0.00	0.00	0.00	
<b>CANADA</b>	0.82	0.00	0.82	0.41	0.41	0.00	
HEMLO	0.88	0.00	0.88	0.44	0.44	0.00	
TORONTO / AUTECH	0.00	0.00	0.00	0.00	0.00	0.00	
CLOSURE	0.00	0.00	0.00	0.00	0.00	0.00	
<b>CHILE</b>	0.00	0.00	0.00	0.00	0.00	0.00	
CERRO CASALE	0.00	0.00	0.00	0.00	0.00	0.00	
PASCUA	0.00	0.00	0.00	0.00	0.00	0.00	
ALTURAS	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	0.00	0.00	0.00	0.00	0.00	
OFFICE / OTHER	0.00	0.00	0.00	0.00	0.00	0.00	
<b>DOMINICAN REPUBLIC</b>	0.32	0.08	0.32	0.01	0.22	6.03	
PUEBLO VIEJO	0.32	0.08	0.32	0.01	0.22	6.03	
<b>PERU</b>	0.54	0.24	0.54	0.12	0.36	24.53	
LAGUNAS NORTE	0.41	0.20	0.41	0.00	0.20	17.32	
PIERINA	0.19	0.09	0.19	0.09	0.19	13.88	
LIMA	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	1.38	1.38	1.38	0.00	0.00	6.92	
<b>USA</b>	1.35	0.42	1.35	0.42	0.52	0.62	
GOLDEN SUNLIGHT	1.08	0.00	1.08	0.00	1.08	0.00	
CLOSURE	5.65	5.65	5.65	0.00	0.00	22.58	
OFFICE / OTHER	0.00	0.00	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	0.00	0.00	0.00	0.00	0.00	
NEVADA	1.37	0.37	1.37	0.50	0.50	0.25	
CORTEZ	1.00	0.33	1.00	0.33	0.33	0.00	
GOLDSTRIKE	1.25	0.25	1.25	0.25	0.75	0.00	
TURQUOISE RIDGE	2.96	0.99	2.96	1.97	0.00	1.97	
GOLDRUSH	0.00	0.00	0.00	0.00	0.00	0.00	
<b>ZAMBIA</b>	0.52	0.07	0.52	0.17	0.28	5.12	
LUMWANA	0.52	0.07	0.52	0.17	0.28	5.12	



<b>SAFETY AND HEALTH</b>				
<b>FATALITIES</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>1</b>
<b>ARGENTINA</b>	1			
VELADERO	1			
LAMA				
EXPLORATION				
<b>AUSTRALIA</b>				
COWAL				
KCGM				
<b>CANADA</b>				
HEMLO				
TORONTO/AUTEC				
CLOSURE				
<b>CHILE</b>	2	1		
ZALDIVAR	1	1		
CERRO CASALE				
PASCUA	1			
OFFICE / OTHER				
EXPLORATION				
<b>DOMINICAN REPUBLIC</b>				
PUEBLO VIEJO				
<b>PAPUA NEW GUINEA</b>			1	
PORGERA JOINT VENTURE			1	
<b>PERU</b>				
LAGUNAS NORTE				
PIERINA				
OFFICE / OTHER				
EXPLORATION				
<b>SAUDI ARABIA</b>	1			
JABAL SAYID	1			
<b>TANZANIA</b>				
BULYANHULU				
BUZWAGI				
NORTH MARA				
TULAWAKA				



<b>SAFETY AND HEALTH</b>				
<b>USA</b>			1	
DONLIN GOLD				
GOLDEN SUNLIGHT				
CLOSURE				
OFFICE / OTHER				
EXPLORATION				
NEVADA			1	
CORTEZ			1	
GOLDSTRIKE				
TURQUOISE RIDGE				
RUBY HILL				
BALD MOUNTAIN				
<b>ZAMBIA</b>			1	<b>1</b>
LUMWANA			1	1

<b>SAFETY AND HEALTH</b>				
<b>TOTAL REPORTABLE INJURY FREQUENCY RATE (TRIFR)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>0.64</b>	<b>0.58</b>	<b>0.46</b>	<b>0.40</b>
<b>ARGENTINA</b>	0.61	0.34	0.32	<b>0.26</b>
VELADERO	0.61	0.34	0.37	0.28
LAMA	0.33	0.24	0.00	0.00
EXPLORATION	0.00	0.00	0.00	1.04
<b>AUSTRALIA</b>	1.17	1.02		
COWAL	2.05	1.37		
KCGM	0.82	0.97		
<b>CANADA</b>	0.33	1.00	0.75	<b>0.45</b>
HEMLO	0.53	1.03	1.00	0.77
TORONTO/AUTEC	0.00	0.00	0.00	0.00
CLOSURE	0.00	0.00	0.00	0.00
<b>CHILE</b>	0.29	0.31	0.17	<b>1.16</b>
ZALDIVAR	0.09	0.40		
CERRO CASALE	0.00	0.00	0.00	0.00
PASCUA	0.33	0.24	0.00	0.00
OFFICE / OTHER	0.00	0.00	0.00	1.74
EXPLORATION	0.00	0.52	0.34	0.00
<b>DOMINICAN REPUBLIC</b>	0.69	0.51	0.38	<b>0.30</b>
PUEBLO VIEJO	0.69	0.51	0.38	0.30
<b>PAPUA NEW GUINEA</b>	0.46	0.52	0.41	
PORGERA JOINT VENTURE	0.46	0.52	0.41	
<b>PERU</b>	0.36	0.47	0.46	<b>0.32</b>
LAGUNAS NORTE	0.30	0.35	0.54	0.39
PIERINA	0.46	0.74	0.34	0.26
OFFICE / OTHER	0.00	0.00	0.00	0.00
EXPLORATION	2.22	1.59	0.00	1.07
<b>SAUDI ARABIA</b>	0.43	0.00	0.00	
JABAL SAYID	0.43	0.00	0.00	
<b>TANZANIA</b>	0.68			
BULYANHULU	0.78			
BUZWAGI	0.27			
NORTH MARA	0.77			
TULAWAKA				



<b>SAFETY AND HEALTH</b>					
<b>USA</b>	1.27	1.00	0.98	<b>0.78</b>	
DONLIN GOLD	0.00	0.00	0.00		
GOLDEN SUNLIGHT	0.74	0.41	1.58	0.70	
CLOSURE	0.00	0.00	0.00	3.10	
OFFICE / OTHER	0.00	0.17	0.00	0.00	
EXPLORATION	0.39	2.05	1.60	0.00	
NEVADA	1.41	0.56	0.94	0.83	
CORTEZ	1.68	1.28	0.93	0.52	
GOLDSTRIKE	1.23	0.90	1.02	0.95	
TURQUOISE RIDGE	1.54	0.52	0.32	1.21	
RUBY HILL	0.00	0.00			
BALD MOUNTAIN	1.76	2.00			
<b>ZAMBIA</b>	0.24	0.38	0.25	<b>0.35</b>	
LUMWANA	0.24	0.38	0.25	0.35	

<b>SAFETY AND HEALTH</b>					
<b>LOSS TIME INJURY RATE (LTI)</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	
<b>BARRICK TOTAL</b>	<b>0.15</b>	<b>0.21</b>	<b>0.17</b>	<b>0.14</b>	
<b>ARGENTINA</b>	0.11	0.02	0.11	<b>0.05</b>	
VELADERO	0.11	0.02	0.12	0.03	
LAMA	0.03	0.00	0.00	0.00	
EXPLORATION	0.00	0.00	0.00	1.04	
<b>AUSTRALIA</b>	0.29	0.24			
COWAL	0.37	0.39			
KCGM	0.27	0.21			
<b>CANADA</b>	0.08	0.28	0.32	<b>0.09</b>	
HEMLO	0.13	0.29	0.43	0.15	
TORONTO/AUTEC	0.00	0.00	0.00	0.00	
CLOSURE	0.00	0.00	0.00	0.00	
<b>CHILE</b>	0.05	0.24	0.09	<b>0.00</b>	
ZALDIVAR	0.09	0.40			
CERRO CASALE	0.00	0.00	0.00	0.00	
PASCUA	0.00	0.00	0.00	0.00	
OFFICE / OTHER	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	0.52	0.34	0.00	
<b>DOMINICAN REPUBLIC</b>	0.13	0.05	0.05	<b>0.09</b>	
PUEBLO VIEJO	0.13	0.05	0.05	0.09	
<b>PAPUA NEW GUINEA</b>	0.21	0.20	0.20		
PORGERA JOINT VENTURE	0.21	0.20	0.20		
<b>PERU</b>	0.12	0.34	0.19	<b>0.17</b>	
LAGUNAS NORTE	0.13	0.27	0.19	0.21	
PIERINA	0.11	0.46	0.23	0.07	
OFFICE / OTHER	0.00	0.00	0.00	0.00	
EXPLORATION	0.00	1.59	0.00	1.07	
<b>SAUDI ARABIA</b>	0.14	0.00	0.00		
JABAL SAYID	0.14	0.00	0.00		
<b>TANZANIA</b>	0.13				
BULYANHULU	0.17				
BUZWAGI	0.05				
NORTH MARA	0.17				
TULAWAKA					



<b>SAFETY AND HEALTH</b>					
<b>USA</b>	0.45	0.40	0.30		<b>0.32</b>
DONLIN GOLD	0.00	0.00	0.00		
GOLDEN SUNLIGHT	0.37	0.41	0.40		0.00
CLOSURE	0.00	0.00	0.00		1.55
OFFICE / OTHER	0.00	0.00	0.00		0.00
EXPLORATION	0.00	0.26	0.40		0.00
NEVADA	0.50	0.25	0.30		0.34
CORTEZ	0.67	0.64	0.36		0.35
GOLDSTRIKE	0.36	0.36	0.40		0.39
TURQUOISE RIDGE	0.46	0.00	0.00		0.15
RUBY HILL	0.00	0.00			
BALD MOUNTAIN	0.88	1.00			
<b>ZAMBIA</b>	0.04	0.10	0.04		<b>0.07</b>
LUMWANA	0.04	0.10	0.04		0.07

## Society

<b>SOCIETY</b>				
<b>SOCIAL DATA BY COUNTRY</b>				
<b>BARRICK</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 17,284,480,000</b>	<b>\$ 11,072,260,000</b>	<b>\$ 6,916,810,000</b>	<b>\$ 5,748,970,000</b>
PAYMENTS TO EMPLOYEES	2,333,270,000	2,011,260,000	1,631,840,000	<b>\$ 1,388,990,000</b>
COMMUNITY INVESTMENTS	80,910,000	54,900,000	37,700,000	<b>\$ 21,900,000</b>
PURCHASES OF GOODS/ SERVICES	13,166,000,000	7,889,570,000	4,384,070,000	<b>\$ 3,159,320,000</b>
LOCAL PURCHASES	3,519,260,000	2,311,090,000	1,103,070,000	220,290,000
REGIONAL PURCHASES				456,020,000
NATIONAL PURCHASES	7,627,740,000	4,331,090,000	2,511,720,000	2,012,240,000
INTERNATIONAL PURCHASES	2,019,000,000	1,247,390,000	769,280,000	470,770,000
TAXES AND GOVERNMENT ROYALTIES	1,570,840,000	1,021,460,000	791,090,000	<b>\$ 1,100,790,000</b>
OTHER PAYMENTS	133,460,000	95,070,000	72,110,000	<b>\$ 77,970,000</b>
<b>ARGENTINA</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 2,535,230,000</b>	<b>\$ 1,226,830,000</b>	<b>\$ 719,860,000</b>	<b>\$ 608,690,000</b>
PAYMENTS TO EMPLOYEES	137,500,000	91,440,000	109,830,000	<b>\$ 93,390,000</b>
COMMUNITY INVESTMENTS	15,580,000	5,460,000	1,920,000	<b>\$ 1,420,000</b>
PURCHASES OF GOODS/ SERVICES	2,163,120,000	910,710,000	554,110,000	<b>\$ 404,260,000</b>
LOCAL PURCHASES	341,990,000	139,390,000	243,420,000	6,080,000
REGIONAL PURCHASES				164,700,000
NATIONAL PURCHASES	821,490,000	676,590,000	246,880,000	185,850,000
INTERNATIONAL PURCHASES	999,640,000	94,730,000	63,810,000	47,630,000
TAXES AND GOVERNMENT ROYALTIES	219,030,000	216,800,000	52,930,000	<b>\$ 108,590,000</b>
OTHER PAYMENTS		2,420,000	1,070,000	<b>\$ 1,030,000</b>
<b>CANADA</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 770,820,000</b>	<b>\$ 1,114,150,000</b>	<b>\$ 669,840,000</b>	<b>\$ 806,330,000</b>
PAYMENTS TO EMPLOYEES	240,670,000	234,310,000	223,960,000	<b>\$ 387,070,000</b>
COMMUNITY INVESTMENTS	5,210,000	5,100,000	3,220,000	<b>\$ 1,620,000</b>
PURCHASES OF GOODS/ SERVICES	498,300,000	854,100,000	422,620,000	<b>\$ 387,630,000</b>
LOCAL PURCHASES	169,770,000	386,450,000	285,970,000	38,850,000
REGIONAL PURCHASES				255,850,000
NATIONAL PURCHASES	235,010,000	34,350,000	33,210,000	31,000,000
INTERNATIONAL PURCHASES	93,520,000	433,300,000	103,440,000	61,930,000
TAXES AND GOVERNMENT ROYALTIES	17,920,000	2,950,000	8,550,000	<b>\$ 10,680,000</b>
OTHER PAYMENTS	8,720,000	17,690,000	11,490,000	<b>\$ 19,330,000</b>



<b>SOCIETY</b>				
<b>SOCIAL DATA BY COUNTRY</b>				
<b>CHILE</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 1,442,120,000</b>	<b>\$ 958,330,000</b>	<b>\$ 223,220,000</b>	<b>\$ 124,230,000</b>
PAYMENTS TO EMPLOYEES	191,610,000	166,470,000	49,080,000	\$ 40,060,000
COMMUNITY INVESTMENTS	6,640,000	4,100,000	3,500,000	\$ 130,000
PURCHASES OF GOODS/ SERVICES	1,139,930,000	692,600,000	148,570,000	\$ 78,660,000
LOCAL PURCHASES	324,630,000	291,190,000	23,610,000	2,280,000
REGIONAL PURCHASES				27,140,000
NATIONAL PURCHASES	672,080,000	337,120,000	96,360,000	48,010,000
INTERNATIONAL PURCHASES	143,220,000	64,290,000	28,600,000	1,230,000
TAXES AND GOVERNMENT ROYALTIES	79,430,000	91,800,000	21,900,000	\$ 5,380,000
OTHER PAYMENTS	24,510,000	3,360,000	170,000	\$ –
<b>DOMINICAN REPUBLIC</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 3,303,080,000</b>	<b>\$ 1,142,370,000</b>	<b>\$ 861,080,000</b>	<b>\$ 992,850,000</b>
PAYMENTS TO EMPLOYEES	73,120,000	129,620,000	117,390,000	\$ 96,630,000
COMMUNITY INVESTMENTS	3,390,000	4,590,000	1,540,000	\$ 1,230,000
PURCHASES OF GOODS/ SERVICES	2,906,730,000	698,440,000	529,090,000	\$ 500,600,000
LOCAL PURCHASES	2,950,000	16,040,000	19,400,000	19,690,000
REGIONAL PURCHASES				
NATIONAL PURCHASES	2,741,690,000	232,460,000	238,240,000	230,840,000
INTERNATIONAL PURCHASES	162,090,000	449,940,000	271,450,000	250,070,000
TAXES AND GOVERNMENT ROYALTIES	297,970,000	309,720,000	213,050,000	\$ 394,390,000
OTHER PAYMENTS	21,870,000	–	10,000	\$ –
<b>PERU</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 502,370,000</b>	<b>\$ 666,500,000</b>	<b>\$ 519,410,000</b>	<b>\$ 510,520,000</b>
PAYMENTS TO EMPLOYEES	125,080,000	94,030,000	74,980,000	\$ 79,610,000
COMMUNITY INVESTMENTS	18,290,000	13,500,000	10,950,000	\$ 6,660,000
PURCHASES OF GOODS/ SERVICES	172,980,000	354,850,000	307,770,000	\$ 305,800,000
LOCAL PURCHASES	9,760,000	9,390,000	12,010,000	14,120,000
REGIONAL PURCHASES				
NATIONAL PURCHASES	159,590,000	335,730,000	274,780,000	282,720,000
INTERNATIONAL PURCHASES	3,630,000	9,730,000	20,980,000	8,960,000
TAXES AND GOVERNMENT ROYALTIES	186,020,000	202,430,000	125,210,000	\$ 118,450,000
OTHER PAYMENTS	–	1,690,000	500,000	\$ –



<b>SOCIETY</b>				
<b>SOCIAL DATA BY COUNTRY</b>				
<b>UNITED STATES</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 4,039,960,000</b>	<b>\$ 3,341,390,000</b>	<b>\$ 2,740,660,000</b>	<b>\$ 2,202,880,000</b>
PAYMENTS TO EMPLOYEES	662,320,000	784,670,000	829,720,000	<b>\$ 616,980,000</b>
COMMUNITY INVESTMENTS	11,860,000	14,750,000	12,310,000	<b>\$ 9,680,000</b>
PURCHASES OF GOODS/ SERVICES	2,919,410,000	2,358,480,000	1,667,820,000	<b>\$ 1,146,150,000</b>
LOCAL PURCHASES	1,607,720,000	690,880,000	410,430,000	134,640,000
REGIONAL PURCHASES				
NATIONAL PURCHASES	1,242,550,000	1,595,560,000	1,224,870,000	974,730,000
INTERNATIONAL PURCHASES	69,140,000	72,040,000	32,520,000	36,780,000
TAXES AND GOVERNMENT ROYALTIES	387,830,000	115,330,000	174,440,000	<b>\$ 373,520,000</b>
OTHER PAYMENTS	58,540,000	68,160,000	56,370,000	<b>\$ 56,550,000</b>
<b>ZAMBIA</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>TOTAL</b>	<b>\$ 696,650,000</b>	<b>\$ 615,350,000</b>	<b>\$ 604,370,000</b>	<b>\$ 503,470,000</b>
PAYMENTS TO EMPLOYEES	125,940,000	118,110,000	83,220,000	<b>\$ 75,250,000</b>
COMMUNITY INVESTMENTS	1,700,000	1,360,000	1,070,000	<b>\$ 1,160,000</b>
PURCHASES OF GOODS/ SERVICES	487,770,000	455,040,000	377,620,000	<b>\$ 336,220,000</b>
LOCAL PURCHASES	45,960,000	6,500,000	52,730,000	4,630,000
REGIONAL PURCHASES				8,330,000
NATIONAL PURCHASES	341,030,000	381,680,000	276,420,000	259,090,000
INTERNATIONAL PURCHASES	100,780,000	66,860,000	48,470,000	64,170,000
TAXES AND GOVERNMENT ROYALTIES	81,170,000	40,840,000	140,850,000	<b>\$ 89,780,000</b>
OTHER PAYMENTS	70,000		1,610,000	<b>\$ 1,060,000</b>



<b>SOCIETY</b>				
<b>SOCIAL DATA BY CATEGORY</b>				
<b>PAYMENTS TO EMPLOYEES</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$ 2,333,270,000</b>	<b>\$ 2,011,260,000</b>	<b>\$ 1,631,840,000</b>	<b>\$ 1,388,990,000</b>
<b>ARGENTINA</b>	<b>\$ 137,500,000</b>	<b>\$ 91,440,000</b>	<b>\$ 109,830,000</b>	<b>\$ 93,390,000</b>
EXPLORATION	–	–	1,130,000	–
LAMA	37,600,000	13,010,000	8,310,000	6,950,000
VELADERO	99,900,000	78,430,000	100,390,000	86,440,000
<b>AUSTRALIA</b>	<b>\$ 360,570,000</b>	<b>\$ 222,450,000</b>	<b>\$ 7,810,000</b>	
COWAL	51,450,000	55,710,000		
KCGM	114,650,000	124,170,000		
OFFICE/OTHER	194,470,000	42,570,000	7,810,000	
<b>CANADA</b>	<b>\$ 240,670,000</b>	<b>\$ 234,310,000</b>	<b>\$ 223,960,000</b>	<b>\$ 387,070,000</b>
AUTEC	3,530,000	–	–	7,780,000
CLOSURE	670,000	770,000	720,000	600,000
HEMLO	95,130,000	85,210,000	72,030,000	63,530,000
TORONTO HQ	141,340,000	148,330,000	151,210,000	315,160,000
<b>CHILE</b>	<b>\$ 191,610,000</b>	<b>\$ 166,470,000</b>	<b>\$ 49,080,000</b>	<b>\$ 40,060,000</b>
ALTURAS	–	–	–	1,510,000
CERRO CASALE	5,570,000	4,910,000	2,340,000	2,470,000
EXPLORATION	0	0	5,730,000	7,500,000
OFFICE/OTHER	24,140,000	30,480,000	10,750,000	6,280,000
PASCUA	79,270,000	38,790,000	30,260,000	22,300,000
ZALDÍVAR	82,630,000	92,290,000	–	
<b>DOMINICAN REPUBLIC</b>	<b>\$ 73,120,000</b>	<b>\$ 129,620,000</b>	<b>\$ 117,390,000</b>	<b>\$ 96,630,000</b>
PUEBLO VIEJO	73,120,000	129,620,000	117,390,000	96,630,000
<b>PAPUA NEW GUINEA</b>	<b>\$ 171,670,000</b>	<b>\$ 150,750,000</b>	<b>\$ 117,500,000</b>	
PORGERA JOINT VENTURE	171,670,000	150,750,000	117,500,000	
<b>PERU</b>	<b>\$ 125,080,000</b>	<b>\$ 94,030,000</b>	<b>\$ 74,980,000</b>	<b>\$ 79,610,000</b>
EXPLORATION	–	–	–	–
LAGUNAS NORTE	61,870,000	50,310,000	40,890,000	42,810,000
OFFICE/OTHER	23,820,000	17,410,000	13,640,000	11,080,000
PIERINA	39,390,000	26,310,000	20,450,000	25,720,000
<b>SAUDI ARABIA</b>	<b>\$ 26,800,000</b>	<b>\$ 19,410,000</b>	<b>\$ 18,350,000</b>	
JABAL SAYID	26,800,000	19,410,000	18,350,000	
<b>TANZANIA</b>	<b>\$ 217,990,000</b>			
BULYANHULU	78,290,000			
BUZWAGI	32,360,000			
NORTH MARA	47,880,000			
OFFICE/OTHER	46,230,000			
TULAWAKA	13,230,000			

<b>SOCIETY</b>				
<b>SOCIAL DATA BY CATEGORY</b>				
<b>UNITED STATES</b>	<b>\$ 662,320,000</b>	<b>\$ 784,670,000</b>	<b>\$ 829,720,000</b>	<b>\$ 616,980,000</b>
BALD MOUNTAIN	50,500,000	54,430,000		
CLOSURE	4,110,000	2,890,000	5,410,000	10,870,000
CORTEZ	170,820,000	172,860,000	190,970,000	198,180,000
DONLIN GOLD	14,380,000	5,070,000	4,810,000	0
GOLDEN SUNLIGHT	23,640,000	21,190,000	32,800,000	7,890,000
GOLDSTRIKE	242,120,000	232,110,000	259,210,000	267,610,000
OFFICE/OTHER	88,020,000	198,060,000	226,090,000	18,350,000
RUBY HILL	16,500,000	3,510,000		
SHARED BUSINESS CENTER	–	22,330,000	24,560,000	42,960,000
TURQUOISE RIDGE	52,230,000	72,220,000	85,870,000	70,710,000
WESTERN 102	–	–	–	410,000
<b>ZAMBIA</b>	<b>\$ 125,940,000</b>	<b>\$ 118,110,000</b>	<b>\$ 83,220,000</b>	<b>\$ 75,250,000</b>
LUMWANA	125,940,000	118,110,000	83,220,000	75,250,000
<b>INTERNATIONAL PURCHASES</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$ 2,019,000,000</b>	<b>\$ 1,247,390,000</b>	<b>\$ 769,280,000</b>	<b>\$ 470,770,000</b>
<b>ARGENTINA</b>	<b>\$ 999,640,000</b>	<b>\$ 94,730,000</b>	<b>\$ 63,810,000</b>	<b>\$ 47,630,000</b>
EXPLORATION	–	–	360,000	40,000
LAMA	951,970,000	46,880,000	7,890,000	1,780,000
VELADERO	47,670,000	47,850,000	55,560,000	45,810,000
<b>AUSTRALIA</b>	<b>\$ 3,740,000</b>	<b>\$ 6,270,000</b>		
COWAL	530,000	290,000		
KCGM	450,000	4,200,000		
OFFICE/OTHER	2,760,000	1,780,000		
<b>CANADA</b>	<b>\$ 93,520,000</b>	<b>\$ 433,300,000</b>	<b>\$ 103,440,000</b>	<b>\$ 61,930,000</b>
AUTEC	90,000	110,000	280,000	120,000
CLOSURE	120,000	0	0	0
HEMLO	2,280,000	3,900,000	3,760,000	4,840,000
TORONTO HQ	91,030,000	429,290,000	99,400,000	56,970,000
<b>CHILE</b>	<b>\$ 143,220,000</b>	<b>\$ 64,290,000</b>	<b>\$ 28,600,000</b>	<b>\$ 1,230,000</b>
ALTURAS	–	–	–	40,000
CERRO CASALE	600,000	–	640,000	–
EXPLORATION	–	–	220,000	–
OFFICE/OTHER	560,000	–	70,000	240,000
PASCUA	111,060,000	15,580,000	27,670,000	950,000
ZALDÍVAR	31,000,000	48,710,000	–	–
<b>DOMINICAN REPUBLIC</b>	<b>\$ 162,090,000</b>	<b>\$ 449,940,000</b>	<b>\$ 271,450,000</b>	<b>\$ 250,070,000</b>
PUEBLO VIEJO	162,090,000	449,940,000	271,450,000	250,070,000
<b>PAPUA NEW GUINEA</b>	<b>\$ 75,830,000</b>	<b>\$ 44,340,000</b>	<b>\$ 178,520,000</b>	
PORGERA JOINT VENTURE	75,830,000	44,340,000	178,520,000	



<b>SOCIETY</b>				
<b>SOCIAL DATA BY CATEGORY</b>				
<b>PERU</b>	<b>\$ 3,630,000</b>	<b>\$ 9,730,000</b>	<b>\$ 20,980,000</b>	<b>\$ 8,960,000</b>
EXPLORATION	–	–	–	–
LAGUNAS NORTE	1,800,000	6,400,000	7,270,000	6,120,000
OFFICE/OTHER	1,550,000	870,000	5,610,000	640,000
PIERINA	280,000	2,460,000	8,100,000	2,200,000
<b>SAUDI ARABIA</b>	<b>\$ 28,940,000</b>	<b>\$ 5,890,000</b>	<b>\$ 21,490,000</b>	
JABAL SAYID	28,940,000	5,890,000	21,490,000	
<b>TANZANIA</b>	<b>\$ 338,470,000</b>			
BULYANHULU	144,730,000			
BUZWAGI	110,080,000			
NORTH MARA	59,200,000			
OFFICE/OTHER	21,060,000			
TULAWAKA	3,400,000			
<b>UNITED STATES</b>	<b>\$ 69,140,000</b>	<b>\$ 72,040,000</b>	<b>\$ 32,520,000</b>	<b>\$ 36,780,000</b>
BALD MOUNTAIN	390,000	540,000		
CLOSURE	–	–	–	40,000
CORTEZ	3,230,000	7,510,000	–	12,250,000
DONLIN GOLD	1,690,000	1,340,000	960,000	
GOLDEN SUNLIGHT	2,040,000	1,330,000	600,000	690,000
GOLDSTRIKE	60,800,000	56,480,000	–	23,540,000
OFFICE/OTHER	–	–	–	–
RUBY HILL	610,000	860,000		
SHARED BUSINESS CENTER	–	–	30,960,000	0
TURQUOISE RIDGE	380,000	3,980,000	–	260,000
WESTERN 102	–	–	–	–
<b>ZAMBIA</b>	<b>\$ 100,780,000</b>	<b>\$ 66,860,000</b>	<b>\$ 48,470,000</b>	<b>\$ 64,170,000</b>
LUMWANA	100,780,000	66,860,000	48,470,000	64,170,000
<b>NATIONAL PURCHASES</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$ 7,627,740,000</b>	<b>\$ 4,331,090,000</b>	<b>\$ 2,511,720,000</b>	<b>\$ 2,012,240,000</b>
<b>ARGENTINA</b>	<b>\$ 821,490,000</b>	<b>\$ 676,590,000</b>	<b>\$ 246,880,000</b>	<b>\$ 185,850,000</b>
EXPLORATION	–	–	1,390,000	3,270,000
LAMA	505,530,000	216,970,000	12,420,000	6,280,000
VELADERO	315,960,000	459,620,000	233,070,000	176,300,000
<b>AUSTRALIA</b>	<b>\$ 817,410,000</b>	<b>\$ 554,850,000</b>		
COWAL	131,120,000	195,640,000		
KCGM	603,750,000	336,000,000		
OFFICE/OTHER	82,540,000	23,210,000		
<b>CANADA</b>	<b>\$ 235,010,000</b>	<b>\$ 34,350,000</b>	<b>\$ 33,210,000</b>	<b>\$ 31,000,000</b>
AUTEC	140,000	680,000	690,000	610,000
CLOSURE	1,560,000	0	140,000	0
HEMLO	198,760,000	23,770,000	23,270,000	23,320,000
TORONTO HQ	34,550,000	9,900,000	9,110,000	7,070,000

<b>SOCIETY</b>				
<b>SOCIAL DATA BY CATEGORY</b>				
<b>CHILE</b>	<b>\$ 672,080,000</b>	<b>\$ 337,120,000</b>	<b>\$ 96,360,000</b>	<b>\$ 48,010,000</b>
ALTURAS	–	–	–	8,530,000
CERRO CASALE	18,800,000	–	4,290,000	1,030,000
EXPLORATION	–	–	5,560,000	–
OFFICE/OTHER	5,810,000	24,000,000	2,970,000	8,360,000
PASCUA	457,060,000	143,180,000	83,540,000	30,090,000
ZALDÍVAR	190,410,000	169,940,000	–	–
<b>DOMINICAN REPUBLIC</b>	<b>\$ 2,741,690,000</b>	<b>\$ 232,460,000</b>	<b>\$ 238,240,000</b>	<b>\$ 230,840,000</b>
PUEBLO VIEJO	2,741,690,000	232,460,000	238,240,000	230,840,000
<b>PAPUA NEW GUINEA</b>	<b>\$ 181,140,000</b>	<b>\$ 156,500,000</b>	<b>\$ 119,790,000</b>	–
PORGERA JOINT VENTURE	181,140,000	156,500,000	119,790,000	–
<b>PERU</b>	<b>\$ 159,590,000</b>	<b>\$ 335,730,000</b>	<b>\$ 274,780,000</b>	<b>\$ 282,720,000</b>
EXPLORATION	–	–	–	–
LAGUNAS NORTE	110,300,000	258,120,000	193,970,000	182,020,000
OFFICE/OTHER	21,440,000	16,240,000	30,810,000	14,060,000
PIERINA	27,850,000	61,370,000	50,000,000	86,640,000
<b>SAUDI ARABIA</b>	<b>\$ 79,030,000</b>	<b>\$ 26,250,000</b>	<b>\$ 1,170,000</b>	–
JABAL SAYID	79,030,000	26,250,000	1,170,000	–
<b>TANZANIA</b>	<b>\$ 336,720,000</b>	–	–	–
BULYANHULLU	89,930,000	–	–	–
BUZWAGI	110,900,000	–	–	–
NORTH MARA	109,690,000	–	–	–
OFFICE/OTHER	8,840,000	–	–	–
TULAWAKA	17,360,000	–	–	–
<b>UNITED STATES</b>	<b>\$ 1,242,550,000</b>	<b>\$ 1,595,560,000</b>	<b>\$ 1,224,870,000</b>	<b>\$ 974,730,000</b>
BALD MOUNTAIN	58,550,000	113,130,000	–	–
CLOSURE	–	–	39,640,000	32,530,000
CORTEZ	367,150,000	418,550,000	–	327,370,000
DONLIN GOLD	10,110,000	10,610,000	15,940,000	–
GOLDEN SUNLIGHT	32,130,000	30,560,000	30,010,000	33,670,000
GOLDSTRIKE	669,740,000	932,340,000	0	515,290,000
OFFICE/OTHER	–	–	–	–
RUBY HILL	40,200,000	35,590,000	–	–
SHARED BUSINESS CENTER	–	–	1,139,280,000	–
TURQUOISE RIDGE	64,670,000	54,780,000	–	65,870,000
WESTERN 102	–	–	–	–
<b>ZAMBIA</b>	<b>\$ 341,030,000</b>	<b>\$ 381,680,000</b>	<b>\$ 276,420,000</b>	<b>\$ 259,090,000</b>
LUMWANA	341,030,000	381,680,000	276,420,000	259,090,000



<b>SOCIETY</b>				
<b>SOCIAL DATA BY CATEGORY</b>				
<b>REGIONAL PURCHASES</b>				<b>2016</b>
<b>BARRICK TOTAL</b>				<b>\$ 456,020,000</b>
<b>ARGENTINA</b>				<b>\$ 164,700,000</b>
EXPLORATION				4,440,000
LAMA				7,820,000
VELADERO				152,440,000
<b>CANADA</b>				<b>\$ 255,850,000</b>
AUTEC				590,000
HEMLO				135,600,000
TORONTO HQ				119,660,000
<b>CHILE</b>				<b>\$ 27,140,000</b>
ALTURAS				8,960,000
CERRO CASALE				–
PASCUA				18,180,000
<b>ZAMBIA</b>				<b>\$ 8,330,000</b>
LUMWANA				8,330,000
<b>LOCAL PURCHASES</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$ 3,519,260,000</b>	<b>\$ 2,311,090,000</b>	<b>\$ 1,103,070,000</b>	<b>\$ 220,290,000</b>
<b>ARGENTINA</b>	<b>\$ 341,990,000</b>	<b>\$ 139,390,000</b>	<b>\$ 243,420,000</b>	<b>\$ 6,080,000</b>
EXPLORATION	–	–	2,060,000	–
LAMA	111,940,000	136,110,000	26,740,000	350,000
VELADERO	230,050,000	3,280,000	214,620,000	5,730,000
<b>AUSTRALIA</b>	<b>\$ 666,110,000</b>	<b>\$ 476,350,000</b>		
COWAL	132,300,000	50,550,000		
KCGM	42,530,000	389,000,000		
OFFICE/OTHER	491,280,000	36,800,000		
<b>CANADA</b>	<b>\$ 169,770,000</b>	<b>\$ 386,450,000</b>	<b>\$ 285,970,000</b>	<b>\$ 38,850,000</b>
AUTEC	270,000	580,000	530,000	–
CLOSURE	–	–	–	–
HEMLO	–	166,490,000	160,300,000	38,850,000
TORONTO HQ	169,500,000	219,380,000	125,140,000	0
<b>CHILE</b>	<b>\$ 324,630,000</b>	<b>\$ 291,190,000</b>	<b>\$ 23,610,000</b>	<b>\$ 2,280,000</b>
ALTURAS	–	–	–	650,000
CERRO CASALE	8,540,000	–	2,380,000	750,000
EXPLORATION	–	–	7,940,000	–
OFFICE/OTHER	10,920,000	–	–	–
PASCUA	56,540,000	13,410,000	13,290,000	880,000
ZALDÍVAR	248,630,000	277,780,000		–
<b>DOMINICAN REPUBLIC</b>	<b>\$ 2,950,000</b>	<b>\$ 16,040,000</b>	<b>\$ 19,400,000</b>	<b>\$ 19,690,000</b>
PUEBLO VIEJO	2,950,000	16,040,000	19,400,000	19,690,000
<b>PAPUA NEW GUINEA</b>	<b>238,120,000</b>	<b>294,440,000</b>	<b>30,290,000</b>	
PORGERA JOINT VENTURE	238,120,000	294,440,000	30,290,000	

<b>SOCIETY</b>								
<b>SOCIAL DATA BY CATEGORY</b>								
<b>PERU</b>	<b>\$</b>	<b>9,760,000</b>	<b>\$</b>	<b>9,390,000</b>	<b>\$</b>	<b>12,010,000</b>	<b>\$</b>	<b>14,120,000</b>
EXPLORATION		–		–		–		–
LAGUNAS NORTE		5,480,000		3,760,000		5,600,000		6,020,000
OFFICE/OTHER		850,000		–		–		–
PIERINA		3,430,000		5,630,000		6,410,000		8,100,000
<b>SAUDI ARABIA</b>	<b>\$</b>	<b>670,000</b>	<b>\$</b>	<b>460,000</b>	<b>\$</b>	<b>25,210,000</b>		
JABAL SAYID		670,000		460,000		25,210,000		
<b>TANZANIA</b>	<b>\$</b>	<b>111,580,000</b>						
BULYANHULU		19,540,000						
BUZWAGI		24,510,000						
NORTH MARA		43,870,000						
OFFICE/OTHER		11,670,000						
TULAWAKA		11,990,000						
<b>UNITED STATES</b>	<b>\$</b>	<b>1,607,720,000</b>	<b>\$</b>	<b>690,880,000</b>	<b>\$</b>	<b>410,430,000</b>	<b>\$</b>	<b>134,640,000</b>
BALD MOUNTAIN		67,140,000		16,880,000				
CLOSURE		–		330,000		–		5,040,000
CORTEZ		307,030,000		61,950,000		–		37,160,000
DONLIN GOLD		13,830,000		13,400,000		2,220,000		
GOLDEN SUNLIGHT		42,930,000		32,540,000		24,670,000		11,130,000
GOLDSTRIKE		572,250,000		294,910,000		–		58,580,000
OFFICE/OTHER		204,070,000		–		–		–
RUBY HILL		263,380,000		123,560,000				
SHARED BUSINESS CENTER		0		0		383,540,000		0
TURQUOISE RIDGE		137,090,000		147,310,000		–		22,730,000
WESTERN 102		–		–		–		–
<b>ZAMBIA</b>	<b>\$</b>	<b>45,960,000</b>	<b>\$</b>	<b>6,500,000</b>	<b>\$</b>	<b>52,730,000</b>	<b>\$</b>	<b>4,630,000</b>
LUMWANA		45,960,000		6,500,000		52,730,000		4,630,000
<b>COMMUNITY INVESTMENTS</b>		<b>2013</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$</b>	<b>80,910,000</b>	<b>\$</b>	<b>54,900,000</b>	<b>\$</b>	<b>37,700,000</b>	<b>\$</b>	<b>21,900,000</b>
<b>ARGENTINA</b>	<b>\$</b>	<b>15,580,000</b>	<b>\$</b>	<b>5,460,000</b>	<b>\$</b>	<b>1,920,000</b>	<b>\$</b>	<b>1,420,000</b>
EXPLORATION		–		–		–		–
LAMA		14,320,000		4,390,000		–		230,000
VELADERO		1,260,000		1,070,000		1,920,000		1,190,000
<b>AUSTRALIA</b>	<b>\$</b>	<b>2,010,000</b>	<b>\$</b>	<b>2,110,000</b>				
COWAL		1,150,000		1,740,000				
KCGM		540,000		370,000				
OFFICE/OTHER		320,000		–				
<b>CANADA</b>	<b>\$</b>	<b>5,210,000</b>	<b>\$</b>	<b>5,100,000</b>	<b>\$</b>	<b>3,220,000</b>	<b>\$</b>	<b>1,620,000</b>
AUTEC		–		–		–		–
CLOSURE		–		–		–		–
HEMLO		400,000		500,000		990,000		920,000
TORONTO HQ		4,810,000		4,600,000		2,230,000		700,000



<b>SOCIETY</b>								
<b>SOCIAL DATA BY CATEGORY</b>								
<b>CHILE</b>	<b>\$</b>	<b>6,640,000</b>	<b>\$</b>	<b>4,100,000</b>	<b>\$</b>	<b>3,500,000</b>	<b>\$</b>	<b>130,000</b>
ALTURAS		–		–		–		–
CERRO CASALE		940,000		480,000		910,000		100,000
EXPLORATION		–		–		–		–
OFFICE/OTHER		190,000		290,000		–		–
PASCUA		4,160,000		600,000		2,590,000		30,000
ZALDÍVAR		1,350,000		2,730,000		–		–
<b>DOMINICAN REPUBLIC</b>	<b>\$</b>	<b>3,390,000</b>	<b>\$</b>	<b>4,590,000</b>	<b>\$</b>	<b>1,540,000</b>	<b>\$</b>	<b>1,230,000</b>
PUEBLO VIEJO		3,390,000		4,590,000		1,540,000		1,230,000
<b>PAPUA NEW GUINEA</b>	<b>\$</b>	<b>4,720,000</b>	<b>\$</b>	<b>3,930,000</b>	<b>\$</b>	<b>3,190,000</b>		–
PORGERA JOINT VENTURE		4,720,000		3,930,000		3,190,000		–
<b>PERU</b>	<b>\$</b>	<b>18,290,000</b>	<b>\$</b>	<b>13,500,000</b>	<b>\$</b>	<b>10,950,000</b>	<b>\$</b>	<b>6,660,000</b>
EXPLORATION		–		–		–		–
LAGUNAS NORTE		9,200,000		8,370,000		7,070,000		2,740,000
OFFICE/OTHER		20,000		40,000		–		–
PIERINA		9,070,000		5,090,000		3,880,000		3,920,000
<b>SAUDI ARABIA</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>–</b>	<b>\$</b>	<b>–</b>		–
JABAL SAYID		50,000		–		–		–
<b>TANZANIA</b>	<b>\$</b>	<b>11,460,000</b>	<b>\$</b>	<b>–</b>	<b>\$</b>	<b>–</b>		–
BULYANHULLU		390,000		–		–		–
BUZWAGI		200,000		–		–		–
NORTH MARA		6,820,000		–		–		–
OFFICE/OTHER		1,410,000		–		–		–
TULAWAKA		2,640,000		–		–		–
<b>UNITED STATES</b>	<b>\$</b>	<b>11,860,000</b>	<b>\$</b>	<b>14,750,000</b>	<b>\$</b>	<b>12,310,000</b>	<b>\$</b>	<b>9,680,000</b>
BALD MOUNTAIN		60,000		50,000		–		–
CLOSURE		40,000		80,000		–		–
CORTEZ		230,000		160,000		–		–
DONLIN GOLD		1,210,000		1,460,000		1,500,000		–
GOLDEN SUNLIGHT		340,000		130,000		60,000		–
GOLDSTRIKE		390,000		350,000		–		–
OFFICE/OTHER		2,960,000		3,950,000		–		–
RUBY HILL		30,000		10,000		–		–
SHARED BUSINESS CENTER		6,520,000		8,500,000		10,750,000		9,680,000
TURQUOISE RIDGE		80,000		60,000		–		–
WESTERN 102		–		–		–		–
<b>ZAMBIA</b>	<b>\$</b>	<b>1,700,000</b>	<b>\$</b>	<b>1,360,000</b>	<b>\$</b>	<b>1,070,000</b>	<b>\$</b>	<b>1,160,000</b>
LUMWANA		1,700,000		1,360,000		1,070,000		1,160,000



<b>SOCIETY</b>				
<b>COMMUNITY INVESTMENTS BY TYPE</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$ 80,910,000</b>	<b>\$ 54,900,000</b>	<b>\$ 37,700,000</b>	<b>\$ 21,900,000</b>
ARTS, CULTURE & SPORTS	–	–	2,380,000	1,120,000
COMMUNITY ENGAGEMENT	–	–	3,150,000	1,430,000
ECONOMIC DEVELOPMENT	–	–	7,220,000	5,030,000
EDUCATION	14,100,000	9,690,000	7,710,000	7,580,000
ENVIRONMENT	2,180,000	1,650,000	2,430,000	860,000
HEALTH	8,860,000	4,590,000	2,690,000	900,000
INFRASTRUCTURE	–	–	2,470,000	2,650,000
OTHER ACTIVITIES	55,770,000	38,970,000	9,650,000	2,330,000

<b>TAXES AND GOVERNMENT ROYALTIES PAID</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$ 1,570,840,000</b>	<b>\$ 1,021,460,000</b>	<b>\$ 791,090,000</b>	<b>\$ 1,100,790,000</b>
ARGENTINA	219,030,000	216,800,000	52,930,000	108,590,000
AUSTRALIA	231,580,000	25,820,000	38,600,000	
CANADA	17,920,000	2,950,000	8,550,000	10,680,000
CHILE	79,430,000	91,800,000	21,900,000	5,380,000
DOMINICAN REPUBLIC	297,970,000	309,720,000	213,050,000	394,390,000
PAPUA NEW GUINEA	17,210,000	15,740,000	15,480,000	
PERU	186,020,000	202,430,000	125,210,000	118,450,000
SAUDI ARABIA	960,000	30,000	80,000	
TANZANIA	51,720,000			
UNITED STATES	387,830,000	115,330,000	174,440,000	373,520,000
ZAMBIA	81,170,000	40,840,000	140,850,000	89,780,000

<b>OTHER PAYMENTS<sup>1</sup></b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>BARRICK TOTAL</b>	<b>\$ 133,460,000</b>	<b>\$ 95,070,000</b>	<b>\$ 72,110,000</b>	<b>\$ 77,970,000</b>
ARGENTINA	–	2,420,000	1,070,000	1,030,000
AUSTRALIA	–	140,000		
CANADA	8,720,000	17,690,000	11,490,000	19,330,000
CHILE	24,510,000	3,360,000	170,000	–
DOMINICAN REPUBLIC	21,870,000	–	10,000	
PAPUA NEW GUINEA	8,870,000	1,610,000	890,000	
PERU	–	1,690,000	500,000	–
SAUDI ARABIA	–	–	–	
TANZANIA	10,880,000			
UNITED STATES	58,540,000	68,160,000	56,370,000	56,550,000
ZAMBIA	70,000	–	1,610,000	1,060,000

1 Includes: Compensation Payments, Land Use Payments and Royalties paid to Third Parties



## Employees

WORKFORCE COMPOSITION									
	EMPLOYEES			CONTRACTORS			2016 TOTAL WORKFORCE		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
<b>BARRICK TOTAL</b>	<b>9,939</b>	<b>1,266</b>	<b>11,205</b>	n/a	n/a	<b>11,178</b>	n/a	n/a	<b>22,383</b>
	<b>89%</b>	<b>11%</b>		n/a	n/a		n/a	n/a	
ARGENTINA	1,313	62	1,375	2,546	63	2,609	3,859	125	3,984
	95%	5%		98%	2%		97%	3%	
CANADA	611	136	747	192	8	200	803	144	947
	82%	18%		96%	4%		85%	15%	
CHILE	211	40	251	1,250	102	1,352	1,461	142	1,603
	84%	16%		92%	8%		91%	9%	
DOMINICAN REPUBLIC	1,846	237	2,083	n/a	n/a	2,108	n/a	n/a	4,191
	89%	11%		n/a	n/a		n/a	n/a	
PERU	1,190	105	1,295	2,022	125	2,147	3,212	230	3,442
	92%	8%		94%	6%		93%	7%	
UNITED STATES	3,260	501	3,761	n/a	n/a	675	n/a	n/a	4,436
	87%	13%		n/a	n/a		n/a	n/a	
ZAMBIA	1,508	185	1,693	1,816	271	2,087	3,324	456	3,780
	89%	11%		87%	13%		88%	12%	

<b>EMPLOYEES</b>									
<b>LOCAL EMPLOYMENT</b>									
<b>SITE SENIOR MANAGEMENT</b>	<b>LOCAL</b>		<b>REGIONAL</b>		<b>NATIONAL</b>		<b>FOREIGN NATIONAL</b>		<b>2016 TOTAL</b>
<b>BARRICK TOTAL</b>	<b>18</b>	<b>23%</b>	<b>3</b>	<b>4%</b>	<b>43</b>	<b>54%</b>	<b>15</b>	<b>19%</b>	<b>79</b>
<b>ARGENTINA</b>	4	33%	5	42%			3	25%	<b>12</b>
VELADERO	4	36%	5	45%			2	18%	11
LAMA							1	100%	1
<b>CANADA</b>	10	83%	2	17%					<b>12</b>
HEMLO	10	83%	2	17%					12
<b>CHILE</b>	5	26%			12	63%	2	11%	19
PASCUA					7	88%	1	13%	8
CERRO CASALE	2	67%			1	33%			3
ALTURAS	3	38%			4	50%	1	13%	8
<b>DOMINICAN REPUBLIC</b>	3	19%			7	44%	6	38%	<b>16</b>
PUEBLO VIEJO	3	19%			7	44%	6	38%	16
<b>PERU</b>			1	5%	19	86%	2	9%	<b>22</b>
LAGUNAS NORTE			1	8%	10	83%	1	8%	12
PIERINA					9	90%	1	10%	10
<b>UNITED STATES</b>	35	95%					2	5%	<b>37</b>
GOLDSTRIKE	9	90%					1	10%	10
CORTEZ	9	90%					1	10%	10
TURQUOISE RIDGE	9	100%							9
GOLDEN SUNLIGHT	8	100%							8
<b>ZAMBIA</b>					5	50%	5	50%	<b>10</b>
LUMWANA					5	50%	5	50%	10



<b>EMPLOYEES</b>					
<b>LOCAL EMPLOYMENT</b>					
<b>ALL EMPLOYEES</b>	<b>LOCAL</b>	<b>REGIONAL</b>	<b>NATIONAL</b>	<b>FOREIGN NATIONAL</b>	<b>2016 TOTAL</b>
<b>BARRICK TOTAL</b>	<b>5,709</b>	<b>1,908</b>	<b>3,267</b>	<b>321</b>	<b>11,205</b>
	<b>51%</b>	<b>17%</b>	<b>29%</b>	<b>3%</b>	
<b>ARGENTINA</b>	213	942	199	21	1,375
	15%	69%	14%	2%	
VELADERO (INCLUDING SAN JUAN)	212	936	193	19	1,360
	16%	69%	14%	1%	
LAMA	1	6	6	2	15
	7%	40%	40%	13%	
<b>CANADA</b>	476	208		63	747
	64%	28%		8%	
HEMLO	476	22		1	499
	95%	4%		0.20%	
TORONTO		149		55	204
		73%		327%	
AU TEC		37		7	44
		84%		16%	
<b>CHILE</b>	34	35	159	23	251
	14%	14%	63%	9%	
PASCUA	12	8	72	3	95
	13%	8%	76%	3%	
CERRO CASALE	2		1		3
	67%		33%		
ALTURAS	20	27	19	5	71
	28%	38%	27%	7%	
SANTIAGO		67	15	82	
		82%	18%		
<b>DOMINICAN REPUBLIC</b>	764		1,214	105	2,083
	37%		58%	5%	
PUEBLO VIEJO	764		1,214	105	2,083
	37%		58%	5%	
<b>PERU</b>	137	353	800	5	1,295
	11%	27%	62%	0.39%	
LAGUNAS NORTE	108	237	421	2	768
	14%	31%	55%	0.26%	
PIERINA	29	116	298	1	444
	7%	26%	67%	0.23%	
LIMA		81	2	83	
		98%	2%		

<b>EMPLOYEES</b>					
<b>UNITED STATES</b>	3,415		302	44	3,761
	91%		8%	1%	
NEVADA	3,370		302	44	3,716
	91%		8%	1%	
GOLDSTRIKE	1,555		72	14	1,641
	95%		4%	1%	
CORTEZ	1,190		72	6	1,268
	94%		6%	0%	
TURQUOISE RIDGE	505		11	1	517
	98%		2%	0%	
OFFICES	120		147	23	290
	41%		51%	8%	
GOLDEN SUNLIGHT	45		45		
	100%				
<b>ZAMBIA</b>	670	370	593	60	1,693
	40%	22%	35%	4%	
LUMWANA	670	370	593	60	1,693
	40%	22%	35%	4%	



<b>EMPLOYEES</b>			
<b>EMPLOYEES BY GENDER AND EMPLOYMENT TYPE – 2016</b>	<b>FEMALE</b>	<b>MALE</b>	<b>TOTAL</b>
FULL-TIME	1,175	9,072	10,247
	11.5%	88.5%	
PART-TIME	5	36	41
	12.2%	87.8%	
FIXED TERM FULL-TIME	82	803	885
	9.3%	90.7%	
FIXED TERM PART-TIME	4	28	32
	12.5%	87.5%	
CASUAL	0	0	0
	0.0%	0.0%	
<b>BARRICK TOTAL</b>	<b>1,266</b>	<b>9,939</b>	<b>11,205</b>

<b>EMPLOYEES BY CATEGORY AND DIVERSITY – 2016</b>	<b>TOTAL %</b>	<b>GENDER %</b>		<b>MINORITY GROUP</b>	<b>AGE GROUP %</b>		
		<b>MALE</b>	<b>FEMALE</b>		<b>&lt;30</b>	<b>30-50</b>	<b>&gt;50</b>
EXECUTIVES	1.1%	87.5%	12.5%	2.5%	0.0%	50.8%	49.2%
MANAGEMENT LEVEL	4.5%	84.1%	15.9%	8.5%	1.0%	60.1%	38.7%
NON-MANAGEMENT EMPLOYEES	94.5%	88.8%	11.2%	8.0%	17.6%	63.3%	19.2%
<b>TOTAL</b>	<b>100.0%</b>	<b>88.6%</b>	<b>11.4%</b>	<b>8.0%</b>	<b>17%</b>	<b>63%</b>	<b>20%</b>

<b>RATIO MALE TO FEMALE SALARY – 2016</b>	
<b>BARRICK TOTAL</b>	<b>0.94</b>
ARGENTINA	0.90
CANADA	1.04
CHILE	1.24
DOMINICAN REPUBLIC	1.00
PERU	0.94
UNITED STATES	1.07
ZAMBIA	1.19

<b>EMPLOYEE TURNOVER – 2016</b>	
TOTAL EMPLOYEE TURNOVER RATE AS A PERCENTAGE OF TOTAL EMPLOYEES	14.7%
VOLUNTARY EMPLOYEE TURNOVER RATE AS A PERCENTAGE OF TOTAL EMPLOYEES	4.5%
TOTAL NUMBER OF EMPLOYEES LAID-OFF IN THE LAST FISCAL YEAR	159

<b>EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEWS – 2016</b>		
	<b>MALE</b>	<b>FEMALE</b>
EXECUTIVES	100%	100%
MANAGERS	100%	100%
NON-MANAGEMENT EMPLOYEES	N/A	N/A

# End Notes

- i This materiality standard, which is used as the basis of Barrick's sustainability reporting, may differ from materiality Standards used by Barrick for other purposes, such as our securities regulatory filings and financial reporting.
- ii Barrick defines "Senior Management" as the Mine General Manager and their direct reports.
- iii An agreed definition of "local" is established with input from stakeholders. In general, it refers to the nearby communities most impacted by the presence of a mine.
- iv Of the joint-venture operations in which Barrick has a significant stake but does not operate, both Porgera and KCGM are Cyanide Code Certified; the Jabal Sayid and Zaldivar JVs are copper mines and do not use cyanide.
- v A new project is defined as a project which has not entered pre-feasibility as of January 1st, 2016
- vi A major wildlife mortality is an event in which five or more wildlife mortalities occur due to a single unwanted event or a single mortality occurs five or more times during a calendar year due to mine-related circumstances that are similar.
- vii The criteria we used to establish the need for a biodiversity management plan was proximity to a protected area and the presence of more than ten IUCN threatened species as determined by high-level corporate risk assessments using tools such as the Integrated Biodiversity Assessment Tool, rather than individual site impact analyses.
- viii Biodiversity management requirements changed in late 2015 after the Pascua-Lama project was suspended.
- ix The areas known as "zone 0" and "zone 1" by UNOPS correspond to the Upper Basin and the Potrerillos Valley (within the project), while the so-called "zone 2", "zone 3" and "zone 4" are outside of the project area and downstream.
- x Low-value transactions, non-repetitive transactions in low-risk areas, and some transactions with local suppliers will not undergo the same rigor as those suppliers being fully certified.
- xi World Check is a database that is used to help to identify and manage financial, regulatory and reputational risk. World Check research identifies hidden risk, and reveals connections and associations between illicit parties, to provide a comprehensive view of risk across the global financial crime landscape.
- xii The TRAC system captures a range of due-diligence/compliance information submitted online by applicant suppliers. This information is then screened against international watch lists and verified to help meet anti-bribery compliance regulations, as well as compliance with emerging cross-border government regulations, conflict minerals reporting requirements, anti-money laundering laws and forced-labor trafficking laws.