

Human Rights Report



BARRICK

At Barrick, we respect the human rights of all individuals impacted by our operations, including employees, contractors and external stakeholders. We seek to avoid causing or contributing to human rights violations and to facilitate access to remedy, wherever we operate. While governments have the primary responsibility to protect against human rights violations, we understand and accept our responsibility to respect human rights. We do not tolerate violations of human rights committed by employees, affiliates, or any third parties acting on our behalf or related to any aspect of a Barrick operation.

Barrick Human Rights Mission Statement

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Please note, certain photos in this report were taken prior to the Covid-19 pandemic, and as such the wearing of masks and social distancing was not necessary or required. Credit to M Whellams and M Forget for certain photos used in this report.

Letter from our President and CEO

Recognizing and respecting human rights have long been a fundamental value for Barrick. It is one of the four key pillars of our sustainability vision and strategy, and our Human Rights Policy was one of the first we updated following our transformational merger with Randgold at the start of 2019 (the 'Merger'). With 17 mines across 13 countries and exploration projects in another three countries, spanning five continents, we must manage a range of divergent human rights impacts and risks which are critical to our continued social license to operate and business success. But more than that, recognizing and respecting human rights is simply the right thing to do.

The importance of human rights as a core value at Barrick is demonstrated in our Sustainability Scorecard. The scorecard, which we developed as part of our 2019 Sustainability Report, uses our performance on human rights as one of the key metrics. Our overall performance on the scorecard is linked to



25% of the long-term incentive compensation for our senior leaders as part of the Barrick Partnership Plan. In 2021, further human rights indicators will be added to the scorecard.

This Human Rights Report, our first since the Merger, sets out in detail how we manage these diverse risks and challenges. It tracks our progress in embedding respect for human rights at our operations, through our supply chain, and in the communities and countries in which we operate.

Our policy, simply put, is to respect the human rights of all individuals impacted by our operations, including employees, contractors and external stakeholders. Wherever we operate, we seek to avoid causing or contributing to human rights violations and to facilitate remedial action. The policy is guided by our philosophy of partnership: building mutually beneficial relationships with our local communities.

Recognising and respecting human rights has long been a fundamental value for Barrick. It is embedded as one of the four key pillars of our sustainability vision and strategy

Progress since the merger

Since 2019, we have worked to roll out a new Human Rights Policy across our sites. Last year, that meant working with independent human rights experts Avanzar to develop online training modules. While online training can never fully replace in-person training, it helped ensure our commitment was not hampered by Covid-19 related travel restrictions. We also developed 'train the trainer' programs to empower our site security leadership with the knowledge and skills to deliver long-term training to their teams and local public security forces. These programs were successfully implemented at our North Mara and Bulyanhulu operations in Tanzania during 2021.

We also revised, updated and restarted our Human Rights Program, under which our operations conduct human rights assessments on a 2–3 year cycle. Every operation evaluates the actual, potential and perceived human rights risks and impact of the mine in the first year. Independent assessments are conducted in the second year at operations deemed to have medium and high exposure to human rights risks. During 2020 and in the first half of 2021, independent assessments were undertaken at North Mara and Bulyanhulu.

On the policy side, we have also revised, updated and developed several human rights-related standards. These include our Use of Force Standard and our Voluntary Principles on Security and Human Rights Standard.

Lots done, lots still to do

The management of human rights was not something we always got right prior to the Merger. This Report also reflects on actions we have taken to remedy these legacy situations, as well as the systems we have or are putting in place to prevent any recurrence. The Merger has also afforded us the opportunity to reset relationships which were impacted by legacy issues. By applying our community-centred model, underpinned by a philosophy of shared benefits, open and honest communication, listening and transparent disclosure, we have been able to resolve many of these old grievances and to restore many damaged relationships. Nowhere is this progress more evident than at North Mara, where community relations have been radically repaired. The mine now has a fully functional Community Development Committee which guides us in our investments in development projects.

Mark Bristow
President and Chief Executive Officer



About this Report

We believe that to succeed, modern mining companies must embrace and integrate environmental, social and economic considerations in all business decisions and deliver these through a responsible partnership with our stakeholders. Our sustainability vision is underpinned by four key pillars: one of which is respect for human rights.

This Report expands on the information provided in our 2020 Sustainability Report and details how we embed our Human Rights Policy throughout the company and implement our commitments at every site. It follows the United Nations Guiding Principles (UNGP) Reporting Framework and describes the challenges faced and lessons learned as we work to continually improve our human rights performance.

The scope of this Report includes information on all wholly owned operations, joint ventures where we are the operator and joint ventures that are independently operated. This report does not include Zaldivar (which is operated by Antofagasta). In particular, we report and focus on the initiatives and actions conducted since we finalized the merger with Randgold at the start of 2019.

Definitions

Contractors

Refers to operational level contractors (includes on-site and off-site first tier contractors involved in operations (such as those involved in resettlement operations or other similar operations off-site), contracted security providers, etc.) and second tier or third tier contractor employees that operate on-site.

Suppliers

Refers to businesses that supply key materials to Barrick (includes machinery, uniforms, supplies).

Business partners

Refers to those businesses with whom Barrick has joint ventures such as our joint ventures in Nevada (61.5%), Saudi Arabia (50%), Alaska (50%), Dominican Republic (60%), Argentina (50%), Mali (80%), Côte d'Ivoire (89.7%), Democratic Republic of Congo (45%), and Tanzania (84%). However, data for our Porgera mine in Papua New Guinea (47.5%) is not included in the scope of this report as it has been under care and maintenance following the suspension of its special mining lease in April 2020.

2020 Performance Highlights

New **Voluntary Principles on Security and Human Rights Standard** developed



Barrick's Group Sustainability Executive presented to the **Voluntary Principles on Security and Human Rights plenary**



+3,500

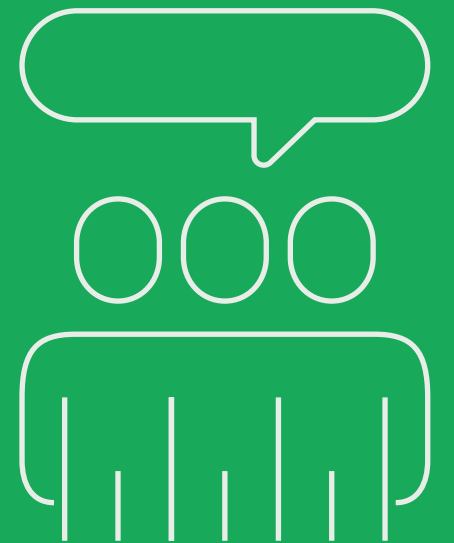
public and private security personnel trained in the Voluntary Principles on Security and Human Rights



Human rights training program updated

40%

of employees have **collective bargaining agreements**



Updated Collaborative Agreement with **Native American Tribes in Nevada**



New Socio-Economic Benefit Agreement (SEBA) signed with our **Indigenous partners at Hemlo in Canada**

Barrick at a Glance¹

- 📍 Gold producing
- 📍 Projects
- 📍 Copper producing
- 📍 In closure
- 📍 Care and maintenance
- 📍 Corporate office



1 Headcount numbers are as of December 31, 2020
 2 Tier One Mine – A Tier One Gold Asset is an asset with a reserve potential to deliver a minimum 10-year life, annual production of at least 500,000 ounces of gold and total cash costs per ounce over the mine life that are in the lower half of the industry cost curve.
 3 Barrick sold Lagunas Norte in Q2 2021.
 4 The Buzwagi mine went into closure in Q3 2021.

Our Policy Commitments

Our Policy Commitments

We understand that our activities, and those of our business partners, can both positively and negatively impact our stakeholders. We strive to maximize the positive contribution to our stakeholders and to minimize or prevent any negative impacts. We achieve this by first setting high expectations and then disclosing our performance.

Our **Human Rights Policy** sets out our clear expectation for all our employees and contractors of how to respect human rights in our daily work and recognize the equality and dignity of the people with whom we interact every day. We have zero tolerance for human rights violations wherever we operate.

Our journey to meeting these commitments is rooted in a philosophy of continuous improvement and learning.

Development of Barrick's Approach to Human Rights

In 2011, we adopted our first standalone Human Rights Policy. The Policy was reviewed in conjunction with a number of leading human rights experts including the Keenan Ethics Institute, the Danish Institute for Human Rights, civil society members, Professor John Ruggie of Harvard University, the UN Special Rapporteur, and many others.

In 2017, we amended the Policy to expressly commit to a zero-tolerance policy for attacks on human rights defenders.

In 2019, following the Merger with Randgold we brought together two distinct corporate philosophies and cultures. We reviewed and approved a revised Human Rights Policy for the newly expanded group. The updated Policy draws on the best practices from each company and further strengthens our commitment.

The current **Human Rights Policy** establishes the fundamental premise of our approach to human rights and states that:

- *We will respect the human rights of all stakeholders impacted by our operations.*
- *We do not tolerate violations of human rights committed by our employees, affiliates or any third parties acting on our behalf or related to any aspect of a Barrick operation.*
- *All suppliers and contractors comply, with all national laws, the International Bill of Human Rights, and the International Labor Organization (ILO) Core conventions.*
- *We always strive to act in accordance with the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Voluntary Principles on Security and Human Rights.*

The Policy pays particular attention to potentially impacted stakeholders such as employees, contractors, and local communities, and includes a commitment to respect the distinct nature of the rights of Indigenous Peoples and their relationship with the environment.



Our human rights journey

Our commitment to respecting human rights is further embedded through other policies that guide employee and contractor worker behavior including:

Code of Business Conduct and Ethics

Updated in 2020, the Code describes how we ensure respect for internationally recognized human rights through our basic premise that all employees, suppliers, and contractors are expected to act with honesty, respect, and integrity. Our ethical foundation and the values we follow are simple:

We try to do the right thing at all times, whether or not anyone is watching, or the law says we must. We treat our colleagues, third parties and local community members the way each of us would like to be treated. We accept our responsibility to our shareholders and all other stakeholders.

Anti-Bribery and Anti-Corruption Policy

This Policy commits the company to operate ethically and comply fully with Canada’s Corruption of Foreign Public Officials Act (“CFPOA”), the US Foreign Corrupt Practices Act (“FCPA”), the UK Bribery Act (“UKBA”) and any local anti-bribery or anti-corruption laws that may be applicable.

Corruption can have a negative impact on the enjoyment of human rights and undermines the legitimacy and effectiveness of the governments as well as their ability to uphold the rule of law. Unfortunately, corrupt practices impact vulnerable groups disproportionately as they are more dependent on the state to facilitate the enjoyment of their human rights. For this reason, we revised our Anti-Bribery and Anti-Corruption Policy to make it more user friendly, drive employee understanding, and ultimately promote compliance to avoid these adverse impacts.

We try to do the right thing at all times, whether or not anyone is watching, or because the law says we must. We treat our colleagues, third parties and local community members the way each of us would like to be treated. We accept our responsibility to our shareholders and all other stakeholders.

We support implementation of the Policy through specific financial procedures, training, compliance audits, adequate due diligence, and swift consequences for those who violate this Policy. Through this system we commit to transparent, ethical, and lawful interactions with all direct and third-party dealings with government.

Social Performance Policy

Respect for human rights is considered essential to “contribute to the social and economic development of our host countries and communities, and to foster respectful and constructive relationships with all our stakeholders.”

Supplier Code of Ethics

This Code builds on the Code of Conduct and explicitly requires all suppliers and contractors to comply with:

- the ILO’s Declaration of Fundamental Principles and Rights at Work,
- the International Bill of Rights,
- the UN Global Compact, and
- due diligence requests.

We also require all suppliers and contractors to report all potential violations through the hotline and provide grievance mechanisms for their employees.

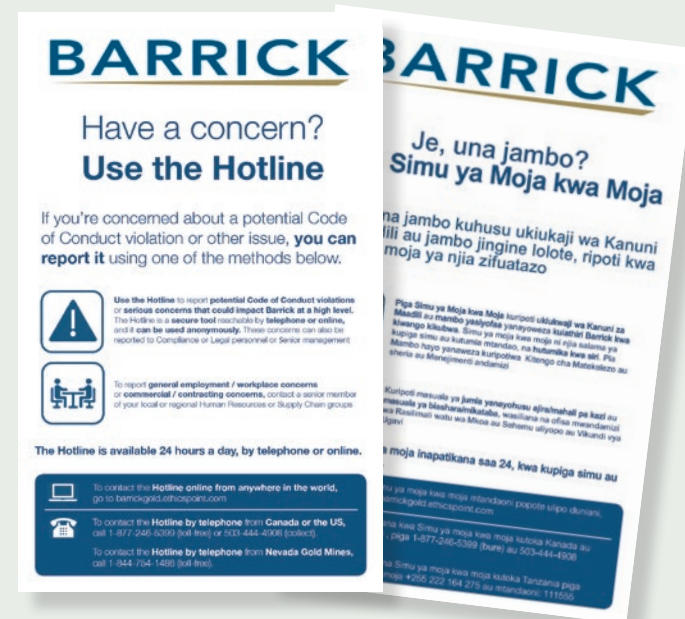
Transparency and openness are crucial for the successful implementation of these policies. All policies are posted on the walls of our mine site offices and are freely available to our local, national, and international stakeholders on our website and to our employees who have access to computers via the intranet.

Policy awareness and training

In 2019 and 2020, we focused on rolling out our new policies and procedures and sensitizing all employees, contractors, and communities throughout our operations to our expectations. Our goal was to align the cultures of our two companies and clarify desired behavior.

At mines where we have operational control, our President and CEO Mark Bristow sent a global communication stressing the importance of compliance with the new policies. Each country and site then followed up with more localized communication (such as posters, online training, inductions and in-person workshops), in the local national language. At the Porgera Joint Venture, we provided the materials and information to Barrick Niugini Limited, who disseminated the information. We followed up to confirm that the information was appropriately distributed internally.

Barrick operates in 13 countries and in three main languages. French in Mali, Cote d'Ivoire, and the Democratic Republic of the Congo (DRC). Spanish in Argentina, Dominican Republic, Chile, and Peru. English in Zambia, Tanzania, the United States and Canada. In Tanzania, all posters and training materials are also translated into Swahili, the dominant language in the area of the mines. In Saudi Arabia, we translated the materials into Arabic.



Our Approach to Human Rights Governance

Our Approach to Human Rights Governance

Our sustainability vision is our business vision. Respect for human rights as one of our four sustainability pillars is a fundamental part of that vision. We ensure respect for human rights from the very top of our management structure such as the Board, to our employees, our first tier of the supply chain and finally all our business partners and their employees.

Top down leadership, bottom up responsibility

Board and Committee Oversight

We maintain strong risk oversight practices, with responsibilities outlined in the mandates of the Board and related Board Committees. The Board's mandate makes clear its responsibility for reviewing and discussing with management the processes used to assess and manage risk, including the identification by management of the principal risks of the business and potentially affected rightsholders; and the implementation of appropriate systems to deal with such risks. The Audit & Risk Committee of the Board of Directors assists the Board in overseeing the company's management of principal risks as well as the implementation of policies and standards for monitoring and modifying such risks, and monitoring and reviewing the Company's financial position and financial risk management programs generally. The Corporate Governance & Nominating Committee assists the Board in overseeing the Company's environmental, safety and health, corporate social responsibility, and human rights programs, policies, and performance.

Following the merger with Randgold, we reaffirmed our commitment to sustainability by establishing an Environmental & Social Oversight Committee (E&S Committee) in 2019. The E&S Committee is our highest-level management committee for sustainability and is chaired by our President and CEO. It is made up of:

- Each regional Chief Operating Officer,
- Group Sustainability Executive
- All Mine General Managers,
- Our regional health, safety, and environment and closure leads
- In-house legal counsel, and
- An independent Sustainability Consultant.

The E&S Committee meets quarterly to review our sustainability performance, including compliance with our sustainability policies, and any emerging environmental and social issues or potential human rights concerns. The Board's Corporate Governance & Nominating Committee reviews the reports of the E&S Committee on a quarterly basis, as part of the Committee's mandate to oversee Barrick's sustainability programs, policies, and performance.



E&S Oversight Committee

Site ownership

We have implemented a flat management structure with a strong ownership culture by streamlining management and operations and holding site management accountable for the businesses they manage. Sites are empowered to own their operations and lead the programs necessary to respect human rights and address the salient human rights risks at their mine.

Day-to-day responsibility for management of our human rights performance sits with our Group Sustainability Executive, who is a member of the Company’s executive committee, and supports the sites by providing training as needed and addressing issues escalated by the sites. The Group Sustainability Executive is supported by regional sustainability leads.

Compensation

We tie the performance of our human rights program to our Sustainability Scorecard which impacts the compensation of our partners from all functions and disciplines across the company. The Sustainability Scorecard includes key performance indicators on human rights related to training and external assessment by the Corporate Reporting Benchmark. For more information about all the indicators in our scorecard and the methodology see our [2020 Sustainability Report](#).

The scorecard includes key performance indicators aligned to the four pillars of our sustainability strategy, as well as overall sustainability corporate governance. We rank our performance on these indicators against that of our peers, where applicable, and against our own performance in the previous year.

In 2020 our human rights indicators were:

Percentage of employees receiving training on human rights

Corporate human rights benchmark score

In 2021, our indicators will also include:

Independent human rights impact assessments with zero significant findings at high risk sites

Group Risk Register

Each of our sites identifies its highest risks and communicates these risks to the corporate office. The most significant risks from each site are rolled up into a Group Risk Register to ensure we are managing our most important risks appropriately. Our risk criteria includes both impacts to the company and to our key stakeholders or rightsholders.

We include both financial consequence criteria, as well as qualitative criteria for health and safety, society, environment, and legal when analyzing our risks. Under society, we consider potential human rights impacts that our operations could have on rightsholders. Any human rights risk we identify would be considered a high risk for us, if controls are not implemented.

We recognize that human rights impacts are interrelated to other aspects of our organization and sustainability strategy. For example, in our Environmental Management System, Class One⁵ environmental incidents are considered high significance if they cause significant negative impacts on *human health* or the environment or extends onto public land and could potentially cause *significant impact to nearby communities, livestock, or wildlife* which could impact the community’s adequate standard of living or food security.

⁵ Class One – High Significance is defined as an incident that causes significant negative impacts on human health or the environment or an incident that extends onto publicly accessible land and has the potential to cause significant adverse impact to surrounding communities, livestock or wildlife.



Training and Employee Engagement

100%

of new employees received basic human rights training during their induction in 2019–2020

We take our responsibility to respect human rights seriously and empower each site to lead the identification and management of their impacts, with oversight provided at the regional, executive, and ultimately at the Board level. Since our employees own the responsibility for the company’s overall performance, we continuously provide training, so they understand how to integrate human rights into our day-to-day decision-making.

Induction

All our people, regardless of location or position, receive basic human rights training during their new starter induction as part of the Ethics program. 100% of new hires received this training in 2019–2020.

Continuous engagement

Every employee with access to a computer receives an interactive online Code of Conduct, Anti-Corruption, Human Rights and Reporting Annual Refresher Course.

To complement our online training, we provide participatory live or in-person training to high-risk departments and contractors. Our guidance for employee mapping helps sites identify those who may be more exposed to certain human rights risks and should therefore receive enhanced, in-person human rights training on an annual basis that allows for discussion and clarification of any concerns.



During 2020 we updated our Human Rights training programmes and throughout 2021 we began rolling out it across our operations.

Since our employees own the responsibility for the company’s overall performance, we continuously provide training so they understand how to integrate human rights into our day-to-day decision-making.



Training participants from Kibali with their certificates of completion.

All country managers, Regional COOs, General Managers as well as all employees from the Finance, Supply Chain, and Human Resources Departments were trained via live video conference training sessions in 2020.

During 2019 and 2020, 8,300 security personnel received in depth training on the Voluntary Principles on Security and Human Rights. The training provides detailed practical human rights dilemmas that participants may encounter in their job and need to resolve. These dilemmas spark conversation, open dialogue and reinforce learning.

Finally, all our people 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.

Supplier training and engagement

We regard our suppliers and contractors as extensions of our operations and our policies and procedures also apply to them. All contractor employees working onsite must undergo induction training to gain access to the site.

On-going vendor onboarding is provided for those contractors classified as high-risk. We regard high risk vendors as those:

- With contracts over \$5 million
- Handling hazardous materials
- From a high-risk country⁶
- That pose a high human rights risk.

Medium to low-risk contractors receive refresher training and onboarding every three years. We share all major policy changes with all contractors regardless of risk exposure levels.



8,300

security personnel received in depth training on the Voluntary Principles on Security and Human Rights in 2019 and 2020

⁶ High risk countries are ranked according to Transparency International Corruption Index

Salient Human Rights Issues

Salient Human Rights Issues

We prioritize the potential impacts of our operations on the rights of our stakeholders to ensure we are addressing what matters most.

We identify, assess, and evaluate our salient issues through a wide range of internal assessments and external engagement processes. Our most important source of information are our stakeholders with whom we have built strong and lasting relationships grounded in a philosophy of transparency and continuous dialogue. Our key stakeholder groups are:

- Our employees,
- Neighboring communities,
- Suppliers,
- Contractors,
- Business partners, and
- Host governments.

We also identify potential impacts to human rights through our site grievance mechanisms, hotline reports, and internal monitoring and evaluation mechanisms such as third-party human rights assessments, internal and external audits.

Finally, we participate in multi-stakeholder initiatives like the Voluntary Principles on Security and Human Rights and industry associations like the Mining Association of Canada (MAC), the World Gold Council (WGC) and the International Council on Mining and Metals (ICMM) to broaden and deepen our understanding of where the risk of adverse human rights impacts is most significant for mining companies.

Currently we have identified the following salient issues:

-  Non-discrimination
-  Health and Safety
-  Working Conditions
-  Responsible Resettlement
-  Security
-  Water Use and Management
-  Indigenous Peoples' Rights

Management of our Salient Risks

We have specific procedures to support compliance with the Human Rights Policy and ensure Policy coherence between competing business, operation, and human rights interests. The following sections of this Report detail the specific procedures we have in place to ensure timely reporting and investigation of human rights concerns and address our salient risks.

Due Diligence

Operating across five continents creates a complex and diverse operating environment. To manage the complexity, we have established due diligence processes to actively identify potential human rights risks, especially our salient risks in our operations and in our contractors' operations. We create action plans to prevent and mitigate impacts and enhance opportunities for a positive contribution for each identified risk.

Human Rights Assessments

The cornerstone of our due diligence is a stand-alone, independent human rights assessment program for Barrick-operated properties that is aligned with the UN Guiding Principles on Business and Human Rights. Assessments are conducted by Avanzar, a respected independent third-party consultancy, and focus on actual, potential, and perceived human rights impacts on the rightsholder by Barrick operations and all contractors, suppliers, and business partners (including government entities such as public security). The assessments include a review of the policies and procedures at each site to determine whether they effectively prevent and mitigate the risks identified.

Each site is assessed on a periodic cycle of two to three years, depending on identified risks to the rightsholder. The focus is continuous improvement, rather than one-time, standalone assessments. This approach allows for tracking the actions taken in response to impacts identified and assessing their effectiveness. The assessments also identify good practice and promote sharing across sites on how to best manage potential negative impacts.



Our Human Rights Assessment Cycle



Our human rights assessment program began in 2011, and to date, all high- and medium-risk sites have been assessed a number of times with Kibali in the Democratic Republic of Congo and Loulo-Goukoto in Mali completed during 2021. Two of the former Randgold's highest risk sites, Kibali and Loulo, have been assessed during 2021. The findings from our human rights assessment program are incorporated into our overall assessment of enterprise risks under our Group Risk Register. They are also set out in the salient issues deep dive section of this Report.

Internal and External Audits

Alongside our human rights assessments, we conduct a range of internal and external audit and assurance activities which augment our human rights program. For example, we conduct a Conflict Free Gold assurance process and publish a Conflict Free Gold Report each year. 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 our internal audits, grievances, hotline reports, our third-party annual social assurance process, our community and stakeholder engagement programs, our engagements with site and functional leads, and our investigations into incidents.

Employee Screening

Our employees are our most important asset and the foundation of our success. However, they can also be a potential source of risk if their behavior does not align with our policies and expectations. To ensure everyone knows and understands our expectations, all employees undergo basic due diligence through a third-party research platform before being hired. Background checks are conducted for those in positions of trust. Those in positions where human rights risks may be most prevalent, such as security, also receive heightened vetting and due diligence. During the hiring process we set out our human rights expectations in our job descriptions, applications and/or accepted employment letters and agreements.

Contractor Screening and Onboarding

Our Global Vendor Onboarding Standard requires basic human rights due diligence to be conducted for all direct contractors before contracting with them. Enhanced due diligence is conducted for contractors who may have higher risks of negative human rights impacts or who provide goods or services on-site such as private security providers. For our tier one contractors and suppliers (those which supply critical materials) there are several options available to comply with our due diligence requirements. Options include:

- Self-certification using our External Questionnaire. The questionnaire includes questions on human rights for both the contractor and their sub-contractors, legal compliance, and anti-corruption.
- Use of third-party mechanisms such as the provision of a TRAC number, or the World Check due diligence process. High-risk contractors face enhanced due diligence, such as Barrick verification of the Self-Questionnaire, and more extensive training.

Focus on Continuous Improvement in Contractor Performance

We follow an approach of improvement rather than enforcement, particularly for our smaller, local and in-country suppliers. If compliance and human rights risks are identified during the vendor screening and onboarding process we engage with the supplier to develop an improvement plan to address the identified risks, improve compliance and remedy any impacts that may have occurred. Failure to meet or achieve progress on these plans can result in contract termination or the implementation of additional controls and remedies.

Our sustainability vision and approach includes a commitment to building and maintaining strong relationships with our host country governments, local communities and nearby business sectors. To drive this, we prioritize sourcing from the communities and regions near our operations. We recognize that local businesses may not immediately meet the standards we require or be as formal as large multinational providers. We aim to ensure that this local sourcing commitment does not have any unintended consequence on human rights with a screening, onboarding, and improvement plan.

Commitment to International Standards

We require that all contractors abide by the Supplier Code of Ethics, which incorporates the 10 Principles of the UN Global Compact and key concepts of our Human Rights Policy. Furthermore, once we enter a contractual relationship with a supplier, our Code of Business Conduct and Ethics and Human Rights Policy applies to them while they are on our mine sites or completing work for us, just as it does to our own people. Our contracts include provisions requiring suppliers to abide by key human rights norms and our policies, and we also provide focused training to suppliers who have risks of negative human rights impacts.

Lower risk suppliers are less visible to the company and not as subject to our onboarding program unless their work takes them on site. Then they are required to comply with the requirements listed above.

Monitoring and reporting on contractor performance

As part of our vision to build strong relationships, our approach to contractor relationship management is also focused on building long term partnerships throughout our supply chain. We don't undertake formal audits of our contractors, except for suppliers where we source engineered goods. In these cases, we set up an audit of the factories to directly verify their capabilities, the working conditions and review the adequacy of their corporate policies, including human rights. For other suppliers we instead conduct quarterly or biannual reviews and discuss any cost variances, key performance indicators and performance management issues and work together to resolve them.

Contractor Human Rights Reporting and Investigations

Under our Human Rights Policy, we expect contractors to report human rights issues or violations they are aware of. We also expect contractors, including their officers, management, and personnel, to report suspected violations of our Supplier Code of Ethics and related policies (including our Human Rights Policy, Code of Business Conduct and Ethics and our Anti-Bribery and Anti-Corruption Policy) by any contractor or Barrick personnel. Our contractors are required to have an internal process whereby complaints can be raised, and investigations undertaken for violations of the Supplier Code of Ethics. When complaints relating to the Supplier Code of Ethics are raised, suppliers must promptly investigate.

Where appropriate, we investigate allegations involving existing contractors and engage with them to determine the best way to address the allegations. Sometimes an improvement plan will be put in place to mitigate existing impacts and prevent future allegations. Other times we will work with our contractors to establish systems to remedy the impacts caused. In certain instances contracts may be terminated.

Case study Identifying and Mitigating Risks



In 2019, at our Kibali mine, the DRC workers from one of our site house-keeping and waste management contractors reported to Barrick staff that they had not been paid for a number of months and went on strike. The supplier was called for a meeting to discuss the situation with the Kibali supply and human resources team. A corrective action plan was put together between the mine and the supplier and regular review meetings were held to monitor progress and ensure outstanding wages were paid. When it became clear that despite assistance from Kibali that the supplier was still not paying his workforce, we ended the relationship. To remedy the situation Kibali directly paid the workers the money owed to them by the supplier.



Case study

Strengthening our supply chain with local suppliers

By leveraging our purchasing power to spark in-country entrepreneurship, we are able to drive and witness the growth and maturation of local business. A good example of this is Groupe EGTF in Mali. We have worked with Groupe EGTF for more than 25 years since the establishment of Randgold. Groupe EGTF's CEO Diakarida Traore first started working with us at the Syama mine in Mali when he earned little more than \$20 a week and his team shared one motorbike. Today, his company is not only Mali's leading construction company, but also the county's first mining company. Traore credits much of their success to working with Barrick. He states "Our companies have grown together. We have worked on many of their mines in Africa but more important than the repeating business we get, are the skills and training they impart. They share knowledge and work to help us meet international standards. We have adopted their policies as our own and apply those expectations and provide training to our own suppliers." EGTF has also adopted a number of Barrick's other approaches including hiring and buying from local communities where possible and providing training to pass skills on.

Similar stories are seen across all sites where we operate. At Kibali, the third of our hydropower stations Azambi was almost entirely built by local Congolese contractors, who had gained skills and expertise working on the construction of our Nzoro II and Ambarau hydro stations. In Latin America, at Pueblo Viejo, we recently switched from an international catering company to a local catering company who also took over the cleaning. We are also providing anti-corrosion training to local painting contractors so they can win contracts at the mine. The focus we place on supporting local businesses coupled with the training we provide, not only helps to create and leave an important economic legacy for the communities we work in, but it also helps us to raise standards outside our business, including on human rights.

This approach is reflected across all the sites we operate.

Stakeholder Engagement

The bedrock of our approach to sustainability is a commitment to listen to our stakeholders and incorporate their input into our decision-making and our design of stakeholder engagement mechanisms. Our aim is to build strong and lasting relationships grounded in trust and transparency. This philosophy also guides our due diligence process. Through open, transparent, and honest engagement with potentially impacted rightsholders, we identify potential human rights impacts and risks that could damage these relationships and break trust. We consider our key rightsholders to be our:

- Neighboring communities,
- Host governments,
- Contractors, employees,
- Civil society organizations, and
- Key vulnerable groups such as Indigenous peoples, women, children, and other cultural minorities.

Each site conducts additional assessments and verification of the rightsholders potentially impacted by their respective operations. We directly engage with our rightsholders or their legitimate representatives via the following methods.

Site tours and participatory monitoring programs

We want to make sure our host communities understand the impact of our operations on their environment. To facilitate this, at several of our mines including Pueblo Viejo in the Dominican Republic and Porgera in Papua New Guinea, we regularly provide mine tours and run participatory monitoring sessions for the community on water quality, noise levels, and air emissions. At the Loulo-Gounkoto mining complex in Mali, the Malian National Laboratory of Water independently tests rivers and water sources, and the results are presented and discussed with the local community in a town hall style forum. These sessions help local communities to understand the impact of the mine on the environment and helps build the trust critical to our social license to operate.

Grievance mechanisms

To enable communities to formally lodge grievances, we track the number of community grievances lodged on a monthly and quarterly basis. This helps us to understand and address any community concerns before they escalate. Our goal is to respond to all grievances lodged, and to resolve all grievances through our grievance mechanism within thirty days.

Community Development Committees (CDCs)

At the heart of our approach to community and rightsholder engagement is our CDC model. We firmly believe that no one knows the needs of local communities better than the communities themselves. That is why after the merger with Randgold we sought to establish CDCs at each of our operational mines. The role of the CDC is to identify community needs and priorities and to allocate funds to those initiatives most desired by the local community. Members of the CDC are elected and comprised of a mix of local leaders (such as village chiefs or mayors), community members and representatives from women and youth groups and any potentially vulnerable groups, as well as a representative from Barrick – we have just one seat at the table. Alongside directing and allocating community development resources, the CDC also provides a regular and important forum for discussion and information sharing between our operations and our local communities.

We firmly believe that no one knows the needs of local communities better than the communities themselves.



Case study Positive contributions for women

At our Bulyanhulu mine in Tanzania, the annual Community Development Plan (CDP) includes a specific budget for vulnerable groups, including; women, youth, those with disabilities, and the elderly. The independent third party Human Rights Assessment conducted at Bulyanhulu in January 2021 identified a number of positive impacts that Bulyanhulu's CDP program has had on female entrepreneurs in the area. For example, the mine is supporting a local egg producer to expand her business. She is in the process of building an abattoir so she can sell chicks to local farmers who will raise them and sell them back to her to process and sell the meat. Another local entrepreneur received support from Bulyanhulu in the way of equipment for her meal preparation business. She started working on her own and now has four women working with her and has increased her income by 80%.

Impact Assessment and Remediation

We recognize that regardless of how much due diligence, training, and guidance we carry out, there will be instances when we cause or contribute to negative human rights impacts. We aim to identify these impacts early, and we take them seriously by remediating them as soon as possible, and establishing systems and identifying learnings to avoid future impacts.

Grievance mechanisms

Building strong community relationships requires listening and responding to community concerns and complaints. Our Social Performance Policy compels all sites to have an effective mechanism at each site to address community grievances.

We have established grievance mechanisms accessible to our host communities, employees, contractor and business partner employees and their host communities at all its sites. Our grievance mechanisms help us to identify and learn about issues and to resolve stakeholder concerns in a timely and proactive manner. Human rights complaints are classified separately at the corporate level and escalated when the risk is high. Our Human Rights Assessments evaluate how effectively the mechanisms escalate, address, and resolve stakeholder complaints in a timely and mutually satisfactory manner.

Building strong community relationships requires listening and responding to community concerns and complaints.

Whistleblower Hotline

Our hotline is an independent confidential reporting service that is available to all employees, contractor and supplier employees, community members and business partners 24 hours a day. Information regarding the hotline and how to use it is disseminated through the Code of Business Conduct and Ethics, and on posters in English and local languages across sites. The hotline can be accessed online or by phone using toll free numbers or through a collect call. Reports can be made in English, French, or Spanish, and phone interpreters are available in all languages spoken where Barrick operates. Once a report has been made, the hotline has a built-in follow-up tool which can be used to check a report's status, ask additional questions, or provide updated information. We take all hotline calls seriously and investigate each complaint raised.

Human Rights Investigations

Our Human Rights Investigation Procedure demonstrates how we take every report seriously. The Procedure details how reports of potential human rights and security related human rights violations are evaluated, investigated, brought to the attention of host-nation authorities, monitored, and reported on. If a human rights violation is reported through any of the mechanisms discussed above or any other source, the local and/or corporate compliance and legal team establish an investigation team. Investigation teams are gender-sensitive and consider the age, physical capacity, mental state, educational background, language ability, religious beliefs and cultural practices of the persons being interviewed. Investigations are conducted according to international standards to ensure protections for the victim and in collaboration, when necessary, with appropriate authorities.

Investigations may result in disciplinary action against the employee, supplier, contractor or business partner and lead to a root cause analysis that develops recommendations for ways to prevent the incidents from recurring.

Data from all these sources are analyzed for trends and patterns to determine if a complaint is widespread and requires a systemic response. In 2019, four human rights complaints were lodged, either through the hotline or grievance mechanisms. These complaints were escalated to corporate where they were investigated and resolved. No human rights related complaints were lodged through the hotline in 2020.

Other remedies

If the grievance mechanism, hotline, and our human rights investigation procedure do not sufficiently provide adequate redress for adverse impacts, we implement programs to remedy impacts on the rightsholders when necessary. These programs are developed in accordance with the UNGPs and do not obstruct access to other remedies available to rightsholders such as state-based remedies or other internationally recognized mechanisms.



Downstream monitoring along the Porgera and Lagaip Rivers in Papua New Guinea.

Hotline reports for 2019 and 2020



Human rights complaints in 2019

Salient Issues: A Deep Dive

-  **Non-discrimination in the Workplace**
-  **Health and Safety**
-  **Working Conditions**
-  **Resettlement and Human Rights**
-  **Security and Human Rights**
-  **Water**
-  **Respecting the Rights of Indigenous Peoples**

Non-discrimination in the Workplace

The right to be treated equally, regardless of any attributes other than their ability to do the job

Mining is typically a male-dominated industry and sexual harassment and gender-based violence and discrimination are salient risks for the industry. These impacts can occur in the workplace, our supply chain and in the communities where we operate.

Our Human Rights Policy and Code of Business Conduct and Ethics commit to fair employment practices and in a workplace in which all individuals are treated with dignity and respect. We do not tolerate discrimination against individuals on the basis of race, colour, gender, religion, political opinion, ethnicity, age, nationality or social origin, sexual orientation, or union membership. We also have zero tolerance for harassment of any sort, including sexual harassment.

Managing the risk of workplace discrimination

Our mines operate across a range of different socio-economic and political contexts with differing social norms. Regardless of location, our expectations for the treatment of women and others and our application of international anti-discrimination standards remains the same and is applied equally across all sites.

Risk identification

Each mine identifies the areas where the greatest risk of discrimination may lie. These risks may include:

- Discrimination in hiring processes by the Company and its contractors
- Workplaces that are hostile to women and their growth as a direct or contractor employee
- Sexual harassment in the workplace among employees and contractor employees
- Government mandated benefits such as denied leave

Stakeholder engagement

We engage with our employees and contractors to define the risks and opportunities to mitigate and prevent the risk of discrimination and harassment. Whenever possible, we partner with government and civil society to implement mitigation and prevention strategies adapted for the country and societal context. For example, in the Democratic Republic of Congo, we held discussions with the Ministry of Women on how we can help support efforts against gender-based violence. In the Dominican Republic, we worked with international organizations and the government to implement award winning programs to promote gender equality.

Training

To create awareness of these international norms, we provide anti-harassment and human rights training to all our employees and contractors onsite.

PERFORMANCE & PROGRESS

100%

of eligible employees received Code of Conduct training in 2020

Case study Pueblo Viejo and Gender Ambassadors

23%

of total crimes reported were classified as domestic violence in 2010 in the Dominican Republic

According to Human Rights Watch, “Women in the Dominican Republic suffer from many forms of inequality, discrimination, and social exclusion. Even though literacy and primary education enrollment levels in the Dominican Republic are relatively high for both women and men, women are significantly underrepresented in the job market. Many women are subject to domestic violence or to severe limitations of their possibilities for social interaction and movement at the hands of their husbands or long-term partners.” In 2010, 23% of total crimes reported were classified as domestic violence. Of the 199 femicides reported in the 2010, 46% were due to domestic violence. In addition, traditionally the mining industry has been dominated by men.

Responding to this country and industry context, in 2019 the Pueblo Viejo mine instituted the Gender Ambassadors, a network of women across the company that provides support, training, and growth opportunities to their female peers at all levels. The objective of the program is to create a welcoming and respectful space for women in the workplace, where they can excel and realize their full potential. The Ambassadors have led a series of initiatives to achieve this objective such as focus groups to discuss the needs of women in the workplace, review of recruitment procedures to reduce gender bias, and training on human rights, gender equality, communication and other. Pueblo Viejo has also instituted several best practices such as providing leave for both parents as caregivers, inclusive language in all communications, lactation rooms and awareness training on lactation to all employees. Pueblo Viejo aims to eliminate the glass ceiling.



PV Gender Ambassador Yessica.

As a result of these efforts, Pueblo Viejo was awarded the *Igualando RD Seal*, Gold Level and was certified under NORDOM 775 for maintaining good employment practices and a culture of gender equality in the workplace. This was a first for a mining company in the Dominican Republic. The certification process was achieved after a detailed audit of Pueblo Viejo’s policies and practices by the *Instituto Dominicano para la Calidad*, the Ministry of Women and the UN Development Programme.

The key to the success of the program has been the support from the country and regional leadership. Future plans include helping the government develop policies needed to promote gender parity in the workplace.

Case study Persons with disabilities

Persons with albinism suffer severe discrimination in Tanzania. According to Human Rights Watch (2019), the United Nations Independent Expert on the enjoyment of human rights by persons with albinism found “The complexity and uniqueness of the condition means that their experiences significantly and simultaneously touch on several human rights issues including, but not limited to, discrimination based on color, discrimination based on disability, special needs in terms of access to education and enjoyment of the highest standards of health, harmful traditional practices, violence including killings and ritual attacks, trade and trafficking of body parts for witchcraft purposes, infanticide and abandonment of children.” The last reported attack in Tanzania was in 2015 in the Geita region, not far from Barrick’s Bulyanhulu mine. Bulyanhulu’s catering and cleaning contractor AKO employs a person with albinism to work at Bulyanhulu. The employee has expressed his gratitude to AKO as it was the first company that offered him a job. Until that point, he had experienced severe discrimination due to his condition.

Monitoring and reporting on anti-discrimination

We monitor any potential discriminatory behavior through our human rights assessments, a quarterly review of our hotline complaints, and a periodic review of community grievances. We take hotline reports seriously and do not tolerate retaliation against any person submitting timely good-faith reports. Breaches of the Code of Business Conduct and Ethics can result in disciplinary or corrective actions from additional training, up to and including termination of employment or contract and, if appropriate, referral to the appropriate authorities. By monitoring and tracking cases reported, we are able to identify potential trends and take action to rectify and prevent recurrence.

Anyone who is found, after appropriate investigation, to have engaged in unlawful discrimination, victimization, or harassment of another person at Barrick or at a Barrick operation will be subject to appropriate disciplinary action, which, depending on the circumstances, may include dismissal.

Workplace concerns, including reports of harassment, are the most numerous among the whistleblowing reports as noted in figure on page 32. While we have made strides towards eliminating gender discrimination and harassment in the workplace, we recognize that we still have much to do. One area of greatest concern is gender-based violence by employees or contractors in communities where we operate. We are increasing our training and awareness of the grievance mechanism for community members so they can report these concerns. Once identified, the sustainability team can find ways to address and mitigate the impacts.



Barrick works to encourage gender diversity across all operations.

Health and Safety

The Right to a Safe and Healthy Working Environment

Mines are dynamic and complex working environments where heavy vehicles and equipment are in continuous use to move large quantities of material, and potentially hazardous chemicals are used to extract minerals from ore. Put simply, mining and refining operations are dangerous working environments where failure to implement robust safety standards and procedures can result in damage to equipment, serious injury to people and even loss of life. Furthermore, we operate in jurisdictions with significant health risks for our people due to the prevalence of malaria, Ebola and HIV.

Zero harm is our number one priority for our employees and contractors. Our Occupational Health and Safety Policy commits to full compliance with all local legislation and requirements. Where legislation is absent or lacking, we apply industry best practices and standards, and we have set a goal for all our operations to be certified to ISO45001 standard by the end of 2021.

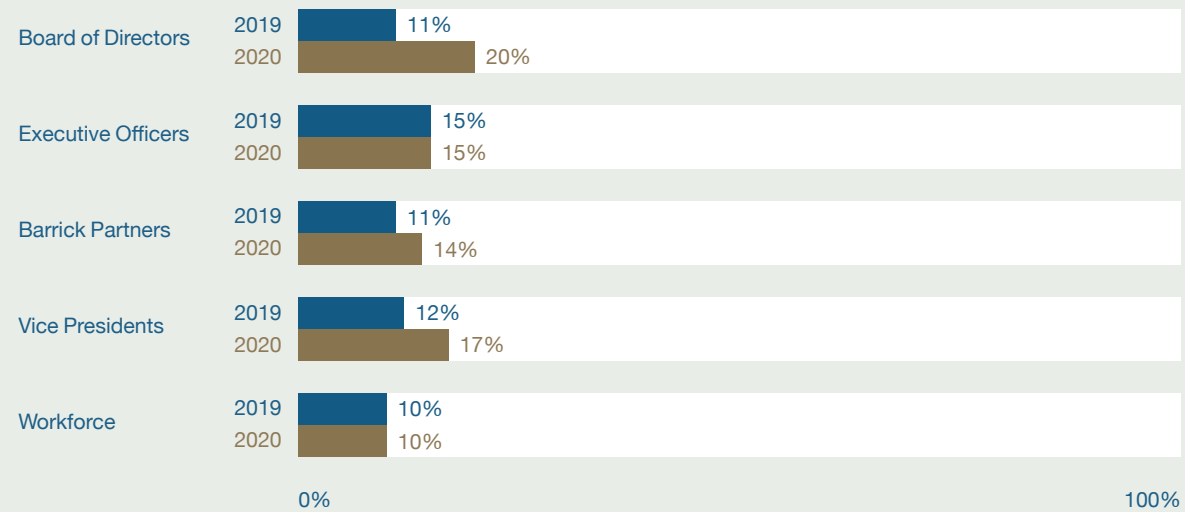
Training is one of the most important parts of our approach to health and safety.



PERFORMANCE & PROGRESS

Our female representation

As at December 31, 2020, and 2019



Managing the risk

Loss of life or significant injury due to unsafe working conditions is considered a high risk in our corporate Group Risk Register. We monitor a range of leading and lagging safety performance statistics. These are reported on a weekly basis to the Group Sustainability Executive and Executive Committee, and quarterly to our E&S Committee, and to our Board of Directors. In 2020, we also added the global Covid-19 pandemic to our risk register as it could significantly impact the health and safety of our people, our communities and the countries we operate in.

Health and Safety Management Standard

Each mine has its own site and context specific mine safety system in place. However, all must be aligned with our Health and Safety Management Standard and international best practice including ISO45001.

Training

Promoting a culture that values health and safety begins with training and awareness of our workers to actively manage and control their own safety risks. We know that health and safety does not stop at the mine gate, and with this in mind our programs go beyond job safety and include wellness programs such as awareness programs to stop smoking, promote healthy eating and fatigue management. We have implemented the “Journey to Zero Harm” awareness campaign as part of the comprehensive occupational health initiative for all our employees and contractors. We continue our programs to combat HIV, Ebola, Hepatitis, and Malaria in our African sites with continued awareness and testing campaigns.

Stakeholder engagement

We engage with our employees, contractors, and communities around the importance of safety. We discuss the dangers of trespassing with our host communities and governments. We work with local authorities and engage artisanal miners to warn them about the dangers of using mercury and reduce the number of illegal trespassers and artisanal miners on our sites.

In 2020, we also added the global Covid-19 pandemic to our risk register as it could significantly impact the health and safety of our people, our communities and the countries we operate in.

Impact mitigation

Through our health and safety management system we apply a systematic approach to anticipating, identifying, evaluating, controlling, and monitoring occupational health hazards and exposures across all operations.

- **Occupational hygiene surveys:** We conduct job specific risk assessments to understand exposure levels across all parts of our operations.
- **Personal Protective Equipment (PPE):** We provide everyone entering operational areas of our mines with the appropriate PPE.
- **Shift rotation:** We rotate the shifts of workers to help manage and minimize their exposure to occupational health hazards.
- **Engineering controls:** We use engineering controls to isolate people from the hazard when the hazard cannot be physically removed or replaced.
- **Regular medical checks for employees:** We conduct baseline health checks pre-employment. These are updated at regular intervals to track employee health and well-being against pre-employment levels, and to monitor effectiveness of controls in place. Checks conducted include blood tests for traces of heavy metals, hearing tests and respiratory and lung function monitoring. Staff regularly exposed to hazardous chemicals receive additional regular biological and radiation testing.

Monitoring and reporting on the impacts

We demonstrate leadership from the top, through Board oversight of all our health and safety policies, programs, and performance. The Board reviews all lost time injury frequency rates (“LTIFR”) and safety key performance indicators (“KPI”) on a quarterly basis. All major lost time injuries and fatalities are reported weekly or on an as needed basis to the Executive Committee. All incidents are investigated and when necessary, escalated to the Group Sustainability Executive for final review and determination of corrective actions to prevent future incidents.

Kibali

Despite our efforts and focus in this area, 2020 was a disappointing year in terms of safety performance as we experienced a fatality at our Kibali mine in the DRC. The tragedy occurred underground where Mr. Aurelien Mufungizi, a married father of four who worked as an underground service truck operator, became trapped between two vehicles. Following the investigation into the incident the following steps were undertaken to help prevent recurrence;

- Review of our equipment prestart documentation to include a check of all safety devices
- Reinforcement of our immobilization and tagging procedures for machinery work
- Increased the height of beacon indication lights on underground vehicles to improve visibility
- Adjusted the hose reels on our fuel bowsers by 90 degrees so that operators do not have to stand behind vehicles to gain access to the hose reel system
- Investigated and implementing the use of fuel pods rather than mobile bowsers for underground refueling
- We have also reviewed operator training and reiterated the importance of hazard identification, use of horn signals and effective communication.

Covid-19

Early in 2020, we established several efforts to limit the spread of the virus through physical distancing, additional PPE, hygiene measures, and screening procedures. Our ability to ramp up these measures quickly stemmed from our experience battling the Ebola pandemic in Mali and the Democratic Republic of Congo. We built on our existing partnerships with local governments and created training and awareness campaigns for our workforce and the community. When positive cases of Covid-19 were detected, virus control measures such as isolation and decontamination procedures were put in place. We monitor daily international and local guidance to determine potential impacts on our operations, workforce, and communities.

PERFORMANCE & PROGRESS

0.34

LTIFR

in 2020, a 32% year-on-year decrease

1.68

TRIFR

a 25% year-on-year decrease

\$30m

provided in Covid-19 support provided to host countries and communities

7 LTIFR – Lost time injury frequency rate is a ratio calculated as follows: number of lost time injuries x 1,000,000 hours divided by the total number of hours worked.

Working Conditions

The right to just and favorable working conditions

Forced labor and child labor are some of the worst forms of human rights abuses. The mining industry operates in some jurisdictions where working conditions can be unjust and the use of child and forced labor in local communities and supply chains is prevalent. In other jurisdictions, where forced labor and child labor are not as common, there may be impacts on other labor rights such as the freedom of association and the right to unionize.

Our Human Rights Policy clearly prohibits all forms of child labor, prison labor, or any form of forced labor, slavery or servitude in our operations, supply chain or any associated business activity. We believe in fair employment practices and in a workplace in which all individuals are treated with dignity and respect.

Managing the risks of unjust working conditions, forced labor, child labor and modern slavery

We manage the risk of having child labor onsite by requiring a minimum age of 18 years for all employees and contractors operating at our mines. While this minimum age requirement is higher than International Labor Organization (ILO) and some country requirements, we deemed it necessary due to the nature of the work.

We have zero tolerance for all forms of forced labour, and we require contracts for all employees. Our employees are paid above the country minimum wage and enjoy government mandated benefits and additional locally appropriate benefits that range from healthcare to interest free loans.

We recognize and respect the right of our workers to join a union and to participate in collective bargaining without interference or fear of retaliation. We have collective bargaining/enterprise agreements (covering wages, benefits, and other employment terms) with unions.

Training

All employees and contractors (including their employees) who work at our mine sites receive human rights training. The training includes sections on how to identify modern slavery or child labor in our supply chains and communities.

Stakeholder engagement

A key aspect of ensuring just working conditions involves engaging directly with employees. We engage with our employees using town hall meetings at each site and through digital platforms, including the intranet and hotline.

We also seek to engage with trade unions in an honest and constructive way. Approximately 40% percent of our employees are union members or have collective bargaining agreements in place. To ensure their input, we include trade union representation at our senior management quarterly meetings.

PERFORMANCE & PROGRESS

+10,000

hours of training on Human Rights provided in 2020



Case study Maintaining just working conditions during Covid-19

When the Covid-19 pandemic struck Argentina, the government declared that industries, including our Veladero mine, had to shut down to prevent the spread of the disease. They also imposed conditions that businesses could not retrench their workers. At Veladero, the shutdown meant that approximately 2,000 employees would remain idle at the operation, as well as at associated projects, such as the powerline to join the Chilean national grid. To meet our legal responsibilities and uphold our Sustainability Strategy to build strong local business partnerships, we made advanced payment of wages and applicable bonuses and guaranteed a minimum wage for contracted work to be conducted once the restrictions were lifted. This decision enabled our contractors to continue paying their employees and fulfill their legal obligations.

Supply chain

International civil society and multilateral organizations report that the greatest risk of unlawful working conditions and child labor occur in mining supply chains and construction projects. To manage these risks, we have developed a Procurement Standard and a Vendor Onboarding Standard that create a robust vendor due diligence program for our first-tier contractors (which supply our critical materials). All first-tier or direct suppliers must complete a questionnaire on anti-corruption and human rights or comply with vendor certification programs such as [TRAC](#) or [World Check](#). The questionnaire also requires the contractor to list all sub-contractors or consultants to be hired and asks for confirmation that the contractor and its sub-contractors commit to act in accordance with the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Voluntary Principles on Security and Human Rights.

For certain high-risk vendors, our supply chain personnel also conduct enhanced due diligence and contractor verification.

Once hired, all contractors must comply with Barrick policies including the Human Rights Policy, Code of Business Conduct and Ethics and Supplier Code of Ethics which delineate the expectations of creating just and favorable working conditions for all employees.

We have less visibility into third tier contractors and their working conditions unless the contractor or their employees come on to site. We promote among our first and second tier contractors the importance of good working conditions so they create similar expectations of their suppliers and contractors.

Artisanal mining

Artisanal and small-scale mining (ASM) is a complex and widespread challenge faced across the mining industry. It is estimated that ASM provides livelihoods for up to 100 million people worldwide. However, it is often unregulated and associated with negative health, safety, human rights, and environmental impacts.

ASM activity was present on or near the following sites in 2020: Pierina (Peru); Loulo-Goukoto (Mali); Tongon (Côte d'Ivoire); Kibali (DRC); Porgera (Papua New Guinea); and Bulyanhulu, Buzwagi and North Mara (Tanzania). Our approach to ASM within our permits is based on the principle of no-conflicts, no-invasions and aligns with ICMM guidance. As far as practicably possible, we work in partnership with our host communities, governments, and specialist NGOs to develop mutually beneficial long-term strategies to reduce or eliminate ASM. A key part of this approach includes working to develop alternative livelihood opportunities for ASM communities.

Monitoring and reporting on just and favorable working conditions

Contractor employees, employees and community members can report any concerns regarding working conditions they experience or observe on or offsite with their supervisor, legal department, or executive management or by calling or emailing the hotline. Barrick takes all labor rights reports seriously and will escalate the matter with the appropriate departments.

Our Human Rights Assessments also assess working conditions onsite and interview contractor employees to determine perceptions of their conditions at site.



Artisanal gold panning in West Africa. Our approach to ASM within our permits is based on the principle of no-conflicts, no-invasions and aligns with ICMM guidance.

PERFORMANCE & PROGRESS

120

Hotline reports on workplace conditions received and resolved in 2020

81 (22%)

of the grievances we received in 2020, were related to contractors



Resettlement and Human Rights

Developing new mining projects or expanding existing ones may involve the acquisition of lands and community displacement. We recognize that resettlement programs can affect a community's right to an adequate standard of living, right to culture, right to own land, right to use land for economic livelihood purposes, right to education, right to food among other rights if adequate planning does not take place. We acknowledge our responsibility to respect these rights and find ways to contribute to our stakeholder's livelihoods during the resettlement process.

Managing the risks of resettlement

As set out in our Social Performance Policy, our approach is to avoid, minimize or mitigate the need for resettlement. Guided by the International Finance Corporation (IFC) Performance Standards, we

- Work to make sure that the affected parties are fully engaged in, and help to shape, the resettlement process;
- Implement a mitigation hierarchy during project design and implementation; and
- Improve or at least restore the relocated persons' standard of living.

Stakeholder engagement

We engage with the individuals affected by the resettlement through a structured Public Participation Process (PPP). The PPP encourages the inclusion of any and all opinions and grievances into the compensation process. We work closely with local and regional authorities, as well as the communities to be displaced. In the PPP, we identify the vulnerable peoples within the community to be displaced and find ways to engage with them. The results of the PPP are used for the development and implementation of a Resettlement Action Plan (RAP), which must be agreed to prior to any resettlement occurring.

Our engagement with project affected peoples is an extension of our community partnerships developed through the CDCs established at each mine. CDC members are elected and comprise a mix of local leaders (such as village chiefs, or mayors), community members and representatives of women's and youth groups, as well as one representative from Barrick. All engagement with project affected peoples also considers this diverse mix of peoples.

Our approach is to avoid, minimize or mitigate the need for resettlement.



We strive to ensure resettled communities are provided with equivalent or improved facilities.

Impact mitigation

The Resettlement Action Plan for each resettlement process outlines the procedures that the company will follow and the actions that it will take to mitigate adverse impacts, compensate for the economic and physical assets displaced, and provide development benefits to persons and communities affected by an investment project. This includes both the displaced peoples and the host communities. The RAP should identify all potential impacts, including impacts to human rights such as traditions, culture, and education and define ways to specifically mitigate impacts to vulnerable peoples.

Grievance mechanism

Each resettlement process requires a robust grievance management process that gathers the complaints and adequately resolves them in a timely manner. Although a site may use its existing grievance mechanism to handle resettlement complaints, many times a separate process is created given the sensitivity of the process and importance of a timely resolution. Project affected peoples are also able to use the hotline to raise any grievances they find are not addressed at a local level.

PERFORMANCE & PROGRESS

113

grievances related to land and resettlement in 2020

**PERFORMANCE
& PROGRESS****100%**grievances
resolved in 2020**Monitoring and reporting on resettlement outcomes**

Given the diverse nature of each resettlement, each site has a unique site- and resettlement-specific monitoring process in place. However, corporate due diligence procedures will still apply. For example, our corporate Human Rights Assessments review the resettlement processes at high-risk sites through a human rights lens.

Papua New Guinea

Our resettlement planning for two communities in Porgera was halted when the mine was placed on care and maintenance.

Democratic Republic of Congo

In 2016, the Kibali mine resettled 1,400 project affected peoples. Compensation was paid for both physical improvements on the land and crops. Compensation rates were determined in consultation with the local authorities. The project affected people had the option to have the company build a replacement home or receive payments to build their own homes. Payments were divided into four tranches and were released depending on the progress made on building the house. Those opting to receive payments were also provided with

financial literacy and planning training. The process was monitored for one year after the houses were completed to determine the displaced persons standard of living. The majority of complaints lodged in the grievance mechanism were related to level of compensation. Six years later, almost 100% of the complaints have been closed since the compensation rates were developed in such a robust manner.

Tanzania

At North Mara, the community of Matongo was resettled in mid-2020 as part of a commitment that was made previously under Acacia's management. The resettlement agreement defined the relocation process for approximately 1,500 people along with the school and the dispensary. As of 2021, almost everyone has now moved from the original location, but the primary school has not yet been relocated. The 2021 Human Rights Assessment found that the school children must now walk to the old school, which is approximately 7 kilometers away from the resettled community. As a result, the site will expedite the construction of the school in compliance with the resettlement agreement.

Kokiza was a village we created as part of a Resettlement Action Plan for the Kibali mine in the DRC.



Security and Human Rights

To ensure the continuity of our operations and to protect our assets, Barrick operations employ private security and receive support from public security. We have implemented a comprehensive security and human rights program to ensure that these security operations respect the rights of our communities, contractors, and employees.

Managing Security and Human Rights Risks**Voluntary Principles Standard**

Since 2010, we have been a member of the Voluntary Principles on Security and Human Rights (VPSHR). Our Human Rights Policy commits us to comply with the VPSHR, and it is the central tenet of our security management system. Our Voluntary Principles Standard sets out the responsibilities across the company for managing security and human rights related risks and the process used to assess the specific risks and mitigation measures for each mine site. The standard also requires that each mine engage with neighboring communities, civil society, host country, private security, and public security to consult on the nature of these risks and how best to address these issues. In 2020, our Voluntary Principles Standard and related procedures were revised to ensure alignment with the latest international guidelines, principles related to security and human rights and findings from past Voluntary Principle compliance assessments. The procedures were cross referenced with ICMM, IFC, UNICEF, ICRC, and IPIECA guidance for the implementation of the VPSHR, and industry best practice. By streamlining these procedures and aligning them with our Human Rights Policy, we are facilitating site adoption and implementation.

Supporting procedures

We have created a series of procedures to ensure implementation of the expectations outlined in the VPSHR Standard. For example, the Arrest and Detention procedure outlines how to carry out an arrest in a manner that complies with international human rights law and the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials and the UN Code of Conduct for Law Enforcement Officials. The procedure for Managing Relationships/Agreements with Public Security (Police/Military) details how to best engage with public security to comply with the VPSHR, the Foreign Corrupt Practices Act and our Anti-Bribery and Anti-Corruption policies. The Security Code of Conduct outlines the minimum standards for the treatment of others by private security personnel and sets standards for ethical and lawful behavior by all employees. The Use of Force Procedure establishes the way force can be used by security personnel to comply with international standards and law.

Training

We require all employees and contractors to complete human rights training that focuses on how to prevent and mitigate negative human rights impacts, and promote the respect for human rights in their area of operations. We continue to provide security personnel specific training on human rights, the VPSHR and Barrick's Use of Force Procedure. In 2019, 4,800 security personnel were trained. However, due to the pandemic, our training decreased in 2020 to 3,500 private and public security personnel. During 2020, all employees who completed the Code of Business Conduct and Ethics refresher training also received updated training on human rights as part of the course.

In 2020, we contracted Avanzar to develop online training for Human Rights and the VPSHR. The shift to online training reflects the need to continue our training despite the restrictions presented by Covid-19. We do however recognize the limitations of online training and we provide supplemental in person training to security personnel. This includes a train-the-trainer workshop which is provided at all high-risk sites so that security supervisors learn how to go through the online training with their security guards in an interactive manner and carry out additional participatory learning activities to put theory into practice.

We have also worked with Avanzar to develop and facilitate in-person human rights workshops that include a specific section on security and human rights, for managers and supervisors at each high-risk mine site. The workshop provides interactive exercises to understand, identify, report, and prevent human rights risks and impacts. We plan to roll out these training to most high-risk sites throughout 2021.

We require all employees and contractors to complete human rights training that focuses on how to prevent and mitigate negative human rights impacts, and promote the respect for human rights in their area of operations.

PERFORMANCE & PROGRESS

Security and human rights training⁸



⁸ Covid-19 restrictions limited the amount of in-person training we were able to provide in 2020.



Stakeholder engagement

At a corporate level, we engage with the Voluntary Principles Initiative through the corporate pillar member working group to share best practice and promote the implementation of the VPSHR. We have also participated in the meetings of the ICMM Security and Human Rights Working Group, and the WGC’s ESG taskforce.

Since the merger, we have also redoubled our efforts to engage with our local communities, authorities and governments around the issues that matter to them. We have established CDCs at most sites to channel information and consultation discussions, including security. Our partnership with the CDCs includes a commitment to assist in reduced tensions and conflict. We see our work with the CDCs as our first line of security. We also work with local authorities to create awareness of the dangers of trespassing, artisanal mining, and the use of mercury.

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The risk of an excessive use of force by private security personnel was substantially reduced with the removal of all weapons from all sites in 2019.

Established a comprehensive MOU with Tanzania police that aligns with the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials and the VPSHR.

Monitoring and reporting on security and human rights impacts

The Security Function uses the Human Rights Investigation and Reporting Procedure whenever an allegation of human rights abuses surfaces about private or public security personnel. We also commission Voluntary Principles on Security Human Rights assessments conducted by a third party. Since our last stand-alone Human Rights Report in 2018, assessments have been conducted at the North Mara, Bulyanhulu and Veladero mines. Three more high risk sites will be assessed in 2021.

Whenever an allegation of a human rights abuse occurs (such as an excessive use of force), the personnel involved are removed from the site pending the investigation. Some guards are allowed back after receiving training, depending on the level of the offense.

At Bulyanhulu, while the mine was on care and maintenance in 2020, more than 10,000 artisanal miners who operated informally on our lease area were removed by the authorities in a peaceful manner without any incident when the mine restarted its operations.

In Veladero, an external assessment found that Veladero achieved a high compliance with the VPSHR. Now the goal will be to achieve and maintain full compliance.



Case study
Improving the security at North Mara

Since our last stand-alone human rights report in 2018, Barrick security and human rights related incidents linked to our relationships with private and public security have occurred at our North Mara mine. These incidents occurred under the previous Acacia management, prior to Barrick acquiring the minority share of Acacia and taking operational control of Acacia’s assets in Tanzania. In September 2019 when we assumed operational control of North Mara, major changes were implemented both in terms of the standards used, and monitoring. Further to this in line with our local partnership philosophy a new local private security company was hired; we increased the amount of training provided, and we have worked to improve the relationship between the mine and the community. Other actions include reviewing the relationship with the local police to establish clear boundaries. Police now only enter the mine site when requested by senior management to engage on criminal matters. There have been no new security-related human rights incidents raised to group level in the two years since Barrick acquired the remaining minority interest in Acacia.

Water

Rights to Access to Clean and Safe Drinking Water and Sanitation

Steady, reliable, and secure access to water is crucial to the effective operation of our mines. Access to clean and safe drinking water and sanitation is also a fundamental human right of our neighboring communities and stakeholders. Impacts on water can affect fauna and flora diversity, human health, and economic activities such as agriculture.

In our Sustainable Development Policy, we pledge to using water efficiently. Our Environmental Policy commits to minimize our use of water, control and manage our impacts on water quality, and engage with stakeholders including local communities to ensure sustainable management of water resources for the benefit of all local users.

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We aim to deliver enough water for the effective operation of our mines, while at the same time protecting the quality and quantity of water available to host communities and other users in our watersheds by:

- Managing the design, construction and operation of our tailings management facilities according to local laws and international standards,
- Striving for International Cyanide Code Certification for all our minesites,
- Applying good practices in environmental management by implementing and maintaining robust Environmental Management Systems (EMSs) certified to ISO14001:2015 at each mining and refining site.
- Encouraging our partners, contractors, and suppliers to implement effective Environmental Management Systems and integrate environmental best practices within their operations,
- Striving for environmental protection and continual improvement of our environmental performance,
- Conducting periodic reviews of our performance against this policy to ensure it addresses the needs of our host countries, operations, and communities in which we operate, and to ensure we fulfil our policy commitments, and
- Communicating this policy to our employees, partners, contractors, sub-contractors, local communities, and other stakeholders affected by our operations, and make it available to the public.

We recognize water is a vital resource and shared with the communities in which we operate. We work hard to effectively manage our water use and have also identified access to water as one of the filters for our community investments.



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4.0M
megalitres

of water recycled and reused in 2020

79%

of water reused and recycled in water stressed areas in 2020

Targets for 2021

80%

of water used across the Group to be reused or recycled

Water Management

Water resources are managed differently depending on the geographic and climatic conditions of the area where each mine is located. Before construction, each mine conducts an Environmental and Social Impact Assessment which determines the existing water quality, hydrology and hydrogeology in the area and the potential impacts of a future mine on the area’s water resources. Based on this assessment, the mine will develop a site-specific water management plan.

Each water management plan considers the different water sources available, the local climate conditions, the needs of local users and the needs of the mine. As a member of ICMM, we fulfill our requirement to use the Water Accounting Framework to evaluate our water balance on an annual basis. This information is supplemented by a range of international frameworks and tools such as the World Wildlife Fund (WWF) Water Risk Filter to evaluate water risks. These plans are updated periodically with new Health Baseline assessments when necessary.

Risk identification

Every mine includes water risks in its operational risk register. These risks are then rolled up and incorporated into the corporate risk register. Our identified water related risks include:

- Managing excess water in regions with high rainfall
- Maintaining access to water in arid areas and regions prone to water scarcity
- Regulatory risks related to permitting limits as well as municipal and national regulations for water use
- Managing potential water quality impacts

In regions identified as water scarce or vulnerable to water stress, our water management plans take particular care to account for the reduced supply of freshwater for local communities and ecosystems. We aim to use low quality water and to recycle and reuse as much water from our processes as possible. We have reached a target of 79% efficiency rate in 2020 and hope to surpass 80% in 2021.

Ownership of the water management team is led by a site level multidisciplinary team that includes the environmental manager, members of the processing team and sustainability function. Together they conduct a review and determine the need for design or engineering changes required to meet our efficiency rate targets. For example, we explore how to reuse water in high rainfall areas to cool water claves and reduce the amount of water we discharge.

Stakeholder engagement

We are a member of ICMM and follow their requirements on water management. Each site develops their own engagement plan with community and institutional stakeholders. Our mines, including Pueblo Viejo mine and North Mara mine, invite community members and other participants to observe and participate in our water monitoring programs. Government officials are also provided with monitoring data for regular review and undertake inspections of our sites.

Training

Soon after the merger with Randgold, we led an effort to evaluate the water balance for every mine. As part of this effort, Barrick hired an external consultant to provide a specific training to the environmental teams at each mine. The goal was to provide consistency throughout our operations on how certain terms are used and how reporting would take place. As reporting improves, our ability to manage water efficiency rates and achieve our targets will also improve. This training has also increased engagement from the sites on water issues. Today, our General Managers proactively request information regarding the water targets for the next year so they can incorporate these into their planning processes.



**Case study
Responsible tailings management**

North Mara

When we took operational control of North Mara in September 2019, concerns regarding seepage meant that the Tanzanian government had shut down the Tailing Storage Facility (TSF). The facility was also holding more water than it was designed to. Working with external experts we were able to control the seepage caused by the overcapacity and reduce the amount of water in the TSF. We invested US\$70M in water treatment infrastructure to treat 40 megalitres a day including water seeping from the TSF and discharge potable water into the Mara river. As a result, we have reduced that seepage from the TSF and overtopping into the environment. While the amount of water remains over its capacity, we continue to research ways to reach the TSF’s design capacity.

\$70m

invested in water treatment infrastructure at North Mara

Porgera Joint Venture

Riverine tailings at the Porgera Joint Venture (PJV) site have ceased while the site has been on care and maintenance. Though PJV is a joint venture not operated by Barrick, we continue to investigate ways to reduce the volume of tailings entering the river.

Pueblo Viejo

In 2017, stakeholders raised several concerns regarding water contamination in the communities and the performance of our TSF. We have addressed these concerns through a robust monitoring program. Pueblo Viejo has developed an extensive network of more than 100 monitoring wells and 90 surface water quality stations ensures compliance with these standards. Results are reported every six months to the Ministry of Environment. In addition, the Environment team leads a participatory water monitoring process with community members to jointly review the existing quality of water of the community water resources.

100

monitoring wells and

90

surface water quality stations at Pueblo Viejo

In 2017, Barrick commissioned an independent Human Rights Assessment (HRA) of PV which found that monitoring data demonstrates that these parameters are within the established limits. The HRA report recommended greater education and transparency of the areas where the mine has taken on liability from Rosario Dominicana, which ceased operations in 1999 without proper and adequate closure, resulting in significant historical environmental contamination. Barrick has since invested in rehabilitating and remediating these legacy environmental and social liabilities.



Since taking operational control of the TSF at North Mara we have reduced the water stored on the facility by 83%.

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Class Three environmental incidents related to water in 2020⁹

83%

reduction in water stored on the North Mara TSF

Elimination of seepage from the North Mara TSF

Monitoring and reporting on water impacts

At all our sites we conduct regular water monitoring of our mine wells and community water sources. Barrick requires monthly data collection of the water monitoring data in our Environmental, Social and Governance (ESG) data sheets and the environmental team report on the trends quarterly. We use the World Health Organization and applicable national limits for drinking water standards to compare our community water monitoring data.

Audits and assessments

As part of our water balance review conducted in 2020, Barrick hired a third party to review and provide assurance of our water accounting framework.

Managing impacts identified

When monitoring data suggests that seepage could occur beyond the mine’s boundaries, we proceed to investigate water containment and interception options if containment is necessary.

When contaminants are found in community water supplies, the mine proceeds to investigate or work with government authorities to investigate the cause of the contamination and determine if the mine is contributing to this impact.

Respecting the Rights of Indigenous Peoples

Barrick operates in remote regions; some with a significant presence of Indigenous Peoples. Due to their special relationship to the land and a long history of marginalization, we recognize that additional considerations should be given to our engagement with Indigenous stakeholders to ensure the full respect of their rights.

In our Human Rights Policy, we commit to: “Respect the history, culture and traditional ways of indigenous peoples, their standing as distinct, self-determining peoples with collective rights, and their interests in land, waters and the environment.”

Preventing and minimizing impacts on Indigenous Peoples’ rights

Our approach to managing potential impacts is guided by the ICMM position statement to obtain Free, Prior and Informed Consent (FPIC) of Indigenous Peoples. We require all sites with exposure to Indigenous Peoples to develop and implement an Indigenous Peoples Plan that outlines specific actions to engage, address impacts and provide opportunities to Indigenous Peoples.

Stakeholder engagement

We strive to engage directly with Indigenous communities and their representatives in a culturally appropriate, meaningful, and honest manner. Effective engagement can lead to mutually beneficial partnerships which contribute to more sustainable land management and a stable operating environment.

Examples of our partnerships:

Alaskan Native Communities

Establishment of friendship agreements with six native communities and key stakeholder organizations in the Yukon-Kuskokwim (Y-K) region in Alaska. These friendship agreements with Donlin Gold continue to build upon long term relationships and address specific needs for isolated native communities. 80% of direct hires at Donlin comprised native Alaskans.

Hemlo

Netmizaagamig, Netmizaagamig Nishnaabeg, Biigtigong Nishnaabeg, and the Metis Nation of Ontario: Establishment of the new Socio-Economic Benefit Agreement and Cooperation Agreement in 2020. Continued support as well as open and transparent communication throughout the Covid-19 pandemic. Financial support to our First Nations partners to allow the workforce to lockdown during the Covid-19 outbreak. Establishment of the North Superior Hemlo Fund with \$200,000 to assist small businesses recovering from the Covid-19 pandemic.

⁹ A Class Three environmental incident is defined as one which: 1) Has minimal on-site impacts which do not adversely affect human health or the environment. 2) Does not require immediate reporting and will be dealt with by existing Standard Operating Procedures.

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reported incidents or violations of rights involving Indigenous Peoples at any of our sites in 2020

Nevada Gold Mines

Native American tribes: Establishment of the Native American CDC in 2020. Support through the Covid-19 pandemic in the form of emergency food distribution and PPE, establishment of the I-80 Fund with a \$5 million investment to support small businesses, continued investment in education with scholarships through the Western Shoshone Scholarship Foundation (WSSF), and renewed focus on strategic partnerships and community investments aimed at the long-term sustainability of our Native American partner communities.

Pascua-Lama

Diaguita communities of the Huasco Alto: We do not have a formal agreement with the Diaguita Indigenous communities but have established mutually respectful relationships with these communities.

The Pascua-Lama project is a mining project located in the Andes mountains and straddles the border between Chile and Argentina. Due to environmental concerns raised, the Chilean environmental authority (SMA) suspended site works on the Chilean side of the project in 2013, and ultimately issued an order in 2018 imposing sanctions and ordering closure of existing surface facilities on the Chilean side of the project in addition to certain monitoring activities.

In 2020 following a legal process, Chile's Antofagasta Environmental Court upheld the closure order and sanctions imposed by the SMA in 2018. We respect the court's decision to uphold the injunction and we will not appeal the Environmental Court's decision. Consequently, the Chilean side of the Pascua-Lama (Pascua) is being transitioned to closure. While the ruling found we were in breach of some conditions it also noted there was no irreparable damage. As part of closure planning, we have completed a comprehensive review of the existing social and environmental obligations to ensure relevant commitments are addressed with local authorities and the community.

In 2020, Pascua-Lama provided Covid-19 support to the Diaguitas including hygiene supplies and food. We also established a \$2 million program to support local entrepreneurs and sustainable development.

Training

To achieve our goal of zero tolerance for any infringement on Indigenous Peoples' rights, we educate our employees about Indigenous Peoples' rights. Our new online human rights training has a module specific to Indigenous Peoples rights and how Barrick employees and contractors can respect these rights in their day-to-day responsibilities.

Monitoring and reporting on impacts

Indigenous Peoples can access our grievance mechanisms to raise concerns about our operations.



Legacy Issues

When Barrick and Randgold merged at the start of 2019, the new management team was aware that there were a range of legacy issues which needed additional attention. Since the merger, the management team and operational level staff have worked to ensure these issues are satisfactorily resolved, or whether, after viewing with fresh eyes, alternate solutions can be found. While most issues have been resolved, some have continued to negatively impact our reputation and license to operate.

Some of these legacy issues and the steps taken to resolve them are found in our 2020 Sustainability Report at this [link](#).

Other Issues

While other issues, such as diversity, are important to us and within the extractive industry as a whole, they are not considered salient human risks for us – whether because of the nature of our assets, the geographies where we operate, or otherwise. We report on several of these important issues in our Sustainability Report. We remain vigilant and constantly assess our sites and strengthen our diligence so we may capture any changes in our operations.

Appendix A:

Human Rights Assessments Methodology

Barrick's Human Rights Risk Assessments are conducted by Avanzar LLC (www.avanzar.biz). Avanzar uses a detailed Indicator Template created based on a review of the major international Human Rights Covenants and Declarations and other Human Rights protocols such as Rights and Democracy's Human Rights assessment, and the Danish Institute for Human Rights template. The Indicator Template covers the breadth of all the potential areas where the mine site could be exposed to human rights risks or cause human rights impacts and comply with UN Guiding Principle 18 that requires that the basis for any human rights due diligence be the internationally recognized human rights. The Indicator Template is divided into the following seven categories of rights:

1. Labour and Working Conditions (including safety and health)
2. Indigenous Peoples Rights
3. Community Cultural, Social and Economic Rights
4. Community Environment and Health and Safety
5. Land Rights
6. Security
7. Anti-corruption

Avanzar uses ISO standards for management systems, the UNGP and AA1000 principles for assurance to define how these categories will be assessed. The assessment structure used to define the level of risk exposure or positive contribution is based on the principles of saliency, inclusiveness, materiality, and responsiveness. Each category of rights is divided further into subcategories with three levels of "guiding questions" or indicators based on an **M-A-P** progression. The MAP progression refers to the different ways a company could achieve mitigation of risks associated with human rights. **"M"** refers to the **"management aspect"** of the implementation process or, in other words, the policies and/or commitments company management has in place to address each subcategory of rights (see UNGP 16). **"A"** refers to the **"demonstrated action,"** or what the company is actually doing to achieve the identified policy or management commitment identified in each subcategory of rights. **"P"** refers to the field validation or **"performance aspect"** of the assessment protocol and tests whether the actions are having the desired improvement in the internal and/or external perception of performance (UNGP 17–25,28–31).

A risk exposure level is associated with each indicator or question. The Human Rights Assessment uses the Barrick formal risk assessment methodology and risk matrix. All risk levels are calculated based on a qualitative assessment of both the likelihood that a specific event will occur and the severity of impact of such an event. The severity of the impact is considered on the rights-holder as per UN Guiding Principle 17.

The risk ranking assigned by the assessor depends on an extensive document review, interviews carried out with employees and external stakeholders, reference to international standards, and the assessor's experience in other mining projects with similar issues. The methodology applies acceptable qualitative research methods from social sciences (semi-structured interviews, focus groups, observation, literature review, etc.) The external and internal interviews and focus groups organized during the assessment are selected based on a review of potential key informants (pre-identified individuals believed to possess a particular knowledge of the subject matter at issue, and thus may reflect individual perceptions) as opposed to a statistical and random sampling of interviewees. The assessor reviews publicly available and internal documents provided by the mine site. The document reviews, while extensive, do not include analytical testing of statistically significant samples of documents. More in-depth analysis can be undertaken by the mine site and at times is recommended by the assessor. The reviews also do not conduct scientific sampling of environmental resources. After conducting the research, the assessor triangulated all the information to formulate, verify and validate his/her conclusions. When necessary, the assessment will clarify when anecdotal evidence or perceptions were not corroborated by visual observations, written evidence or other interviews.

Appendix B:

Cautionary Statement on Forward-Looking Information

Certain information contained or incorporated by reference in this Human Rights Annual Report, including any information as to our 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 "vision", "believe", "expect", "target", "plan", "seek", "objective", "aim", "goal", "focus", "continue", "budget", "potential", "may", "will", "can", "should", "could", "would", and similar expressions identify forward-looking statements. In particular, this Human Rights Annual Report contains forward-looking statements including, without limitation, with respect to: (i) Barrick's sustainability strategy and vision; (ii) Barrick's environmental, health and safety, corporate social responsibility (including social and economic development, water management, tailings and hazardous chemicals management, resettlement and community relations) and human rights programs, policies, procedures and performance; (iii) the estimated timing to achieve environmental and social goals and targets, including with respect to water efficiency and the rights of Indigenous peoples; (iv) Barrick's strategy to address legacy human rights and environmental issues, including at the North Mara, Pueblo Viejo and Porgera mines; (v) Barrick's employee and supplier relations; and (vi) joint ventures and partnerships.

Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by Barrick as at the date of this Human Rights Annual Report 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: damage to the Barrick's reputation due to the actual or perceived occurrence of any number of events, including negative publicity with respect to the Barrick's handling of environmental matters or dealings with community groups, whether true or not; 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 Barrick does or may carry on business in the future; risks associated with diseases, epidemic and pandemics, including the effects and potential effects of the global Covid-19 pandemic; risk of loss due to acts of war, terrorism, sabotage and civil disturbances; litigation and legal and administrative proceedings; 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; whether benefits expected from recent transactions are realized; employee relations; increased costs and physical risks, including extreme weather events and resource shortage, related to climate change; risks associated with artisanal and illegal mining; 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, tailings dam and storage facilities failures, and disruptions in the maintenance or provision of required infrastructure and information technology systems; timing of receipt of, or failure to comply with, necessary permits and approvals; non-renewal of key licences by governmental authorities, including non-renewal of Porgera's Special Mining Lease; failure to comply with environmental and health and safety laws and regulations; and our ability to successfully close and integrate acquisitions or complete divestitures. 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 Human Rights Annual Report 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 Human Rights Annual Report.

Barrick Gold Corporation 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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